RCMP
ROYAL CANADIAN MOUNTED POLICE

GAZETTE

SERVING THE POLICE COMMUNITY SINCE 1939

2013 MARCOM PLATINUM AWARD WINNER

VOL.76, NO. 3, 2014

AIMING HIGH
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International Police Peace Operations Program

The first contingent of Canadian police set to deploy to Namibia in 1989. Photo: RCMP

October 17, 2014 marks 25 years since the first Canadian police deployment to international peacekeeping missions. On this occasion, the RCMP wishes to thank all police officers who have served or are serving on peacekeeping missions, as well as their families and support personnel for their contributions and sacrifices in the service of peace.

Royal Canadian Mounted Police / Gendarmerie royale du Canada

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GAZETTE
Serving the police community since 1939
Vol. 76, No. 3, 2014
A Royal Canadian Mounted Police Publication

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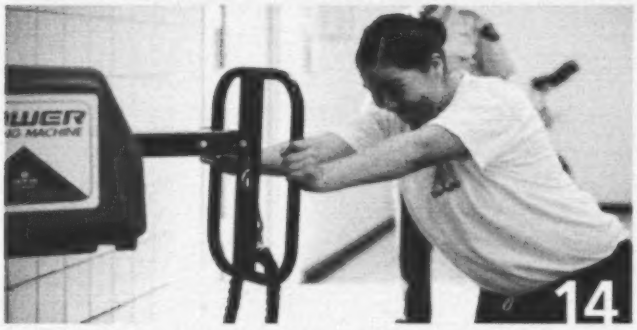

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MODERN, WORLD-CLASS TRAINING

Rising time: 0500 hours. Inhale your meal in 15 minutes. Polish those boots, cadet!

Even if you haven't been through the RCMP's cadet training at Depot yourself, you may have heard the highlights: six gruelling months of firearms, police defensive tactics, applied police sciences, driving, marching in double-time and more marching.

For this issue on recruiting, we wanted to get up close and personal to see what challenges and rewards today's recruits face while at Depot in Regina, Sask. Sigrid Forberg joined two troops — one brand new and one poised to graduate — to find out what led them to where they are and to hear how they manage, and grow from, the physical, mental and time-management challenges thrown at them.

Many of these cadets have waited years to join. But the women's accelerated recruiting initiative in British Columbia is getting high-quality RCMP applicants in the door in less than six months (a few in less than four). Now that's efficient.

Deidre Seiden looks at the demographics of today's recruits and explores how the next generation of police officers is more diverse in age, race, gender and cultural background than ever before.

We also hear about two innovative ways to connect with future recruits: a comic strip created by the Edmonton Police Service based on real police heroes from the past, and a video game that tests the skills of future U.S. Air Force applicants. Both show that engagement is arguably the best recruiting tool.

Once we've created these outstanding recruits, we'd be remiss if we didn't look at how to keep them. Hiring the best also means working hard to retain them through meaningful recognition, diverse opportunities and sound leadership.

When asked why they signed up, the most common reason given by cadets wasn't "for the adventure" or "because my father did" — it was "helping people." We can't think of a better motive for becoming a police officer. ■

— Katherine Aldred
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LETTERS

GAZETTE PROVES VALUABLE FOR RCMP RECRUIT

Gazette magazine has been a very informative source for me as an applicant to the RCMP. About midway along my application process, I found out about your magazine by doing a Google search. Your magazine was very easy to find online and accessible for anyone interested in the RCMP.

I was particularly interested in the subject of international missions and women in policing. As I was browsing, I found several issues that piqued my interest including your issue on international policing (Vol. 68, No. 2, 2006), which describes the RCMP's role in UN peacekeeping missions.

Thanks for putting out the kind of articles that helped me gain a better understanding of the RCMP.

Vanessa Lee
RCMP cadet,
Regina, Sask.

ARTICLE YIELDS GREAT RESULTS

I'm sending you this letter to express our gratitude for the article you wrote about our YIELD program (On the right track, Vol. 75, No. 4, 2013).

We've received inquiries and comments from across Canada about the unique method of reaching out to our youth for education and road safety. The comments have come not only from members of the RCMP, but other individuals who recognized the value of being able to make a connection with youth in our schools and at the race tracks.

We've received numerous invitations to areas where we've not had the chance to visit in the past. We've also received a limited amount of funding from private citizens as a result of your article.

Thank you for your interest in our program.

Cst. Gord Buck
Stony Plain / Spruce Grove
detachment, Alta.

GAZETTE

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ADMINISTRATIVE SUPPORT AND CIRCULATION: Sandra Levett

TRANSLATION: RCMP Translation Services

PRINTING: St. Joseph Communications

The *Gazette* (ISSN 1196-6513) is published in English and French by the National Communication Services of the Royal Canadian Mounted Police in Ottawa. The views expressed in any material published in the magazine or in its online version are those of the authors and do not necessarily reflect the official opinion of the Royal Canadian Mounted Police.

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Canada Post Publications Mail Agreement 40064068. The *Gazette* is published four (4) times a year and is issued free of charge on a limited basis to accredited police forces and agencies within the criminal justice system. Personal subscriptions are not available.

The *Gazette* welcomes contributions, letters, articles and comments in either official language. We reserve the right to edit for length, content and clarity. © 2014 RCMP.

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ON THE COVER:

At Depot, cadets are pushed to their physical limits. But they learn quickly that they're stronger as a whole rather than in parts — a lesson facilitators hope they apply throughout their careers. Photo: Chrystal Normand

FIRST AID FOR MENTAL HEALTH

In Manitoba, employees of the RCMP are being trained in a different kind of first aid — a first aid for mental health.

With one in three people experiencing a mental health problem at some point in their life, no one is immune to its effects. Mental Health First Aid (MHFA) is a two-day course offered through the Mental Health Commission of Canada that aims to give people some basic skills to help not only their coworkers, but also friends and family, cope with a mental health problem.

Just like physical first aid doesn't try to make doctors out of people, MHFA doesn't try to teach people to be therapists. It teaches participants how to recognize the signs and symptoms of mental health problems, provide initial help and steer the person towards the appropriate professional help if needed.

When Sgt. Rod Downey was approached about teaching the MHFA course in 2012, he happily accepted the challenge. Since becoming an instructor, he has taught the course across Manitoba, with more sessions scheduled for 2014.

"This wasn't just a chance to teach a course, this was an opportunity to help be part of a solution," says Downey. "After more than 20 years in the RCMP, I had seen far too many people, not just front-line constables, be ravaged by a dark part of our culture where 'we eat our own.' This course was a way to help reduce stigma and promote the idea that recovery is possible."

From the outset, it was established that every employee should have an opportunity to take the course.

"Making the course available to everyone acknowledges we're all in this together," says Downey. "In our various work environments, we experience joy, stress, triumph and tragedy collectively and there's no simple way to separate the managers, regular members, civilian members and public servants."

It's a sentiment that Cecile Lafreniere, a return-to-work facilitator for the RCMP in Manitoba, agrees with. She took the course in March and says it was excellent.

"Mental health is a very sensitive issue," says Lafreniere. "We need to be more compassionate and less judgmental, people need to be more aware. The more educated we are, the better it is for everyone because there are times when we all need support." ▪

— Deidre Seiden

RCMP SETS BAIT TO CATCH SNOWMOBILE THIEVES

As a mecca for snowmobilers, Revelstoke and Sicamous, British Columbia (B.C.), have become hot spots for opportunistic thieves.

Last winter, after years of dealing with increasing theft in the areas, two RCMP detachments committed to doing something about it.

Sgt. Dave Dubnyk, detachment commander of the Sicamous detachment, and Cpl. Thomas Blakney, Revelstoke detachment, connected with B.C.'s bait car program, operated by the Integrated Municipal Provincial Auto Crime Team (IMPACT), about using bait sleds and trucks to catch thieves in action.

"We were getting pressure from many different angles, so that was really the motivation for stepping up and rolling out this bait sled initiative," says Dubnyk.

The bait program uses GPS to track the bait vehicle that's been stolen. Police then follow the vehicle and remotely power it off when they're in position.

The detachments rolled out the program early last winter with a media event to generate buzz.

"Just as much as we had an interest in catching someone with the bait sled, we had an equal interest in straight prevention and not having a theft in the first place," says Dubnyk.

In addition to the bait vehicles, which weren't stolen this year, the detachments used leaflets to educate the public on what to do to prevent theft, and for the first time they were able to grant overtime to increase patrols.

As a result of their efforts, there were fewer thefts in Sicamous and Revelstoke than the two previous years, which is still too many says Blakney.

"It did extremely well," says Blakney. "I can tell you that the stats went down with just having the word out there that the RCMP had bait sleds."

Next year, Blakney hopes to expand the program with more higher-end bait vehicles that will be more appealing to thieves so they can get the numbers down to zero.

"With the high-end bait sleds, trucks and trailers, it really is what the program is about, baiting the bad guy into taking them," says Blakney. "If we put those into play, I think our units would be taken and we can catch those responsible." ▪

— Deidre Seiden

In the popular snowmobiling towns of Revelstoke and Sicamous, B.C., the RCMP set out bait sleds similar to these to deter thieves and track the ones who try to steal them.

Cpl. Thomas Blakney, RCMP

USING DATA TO KEEP ROADS SAFE

The Halifax District RCMP recently brought their use of data for crime prevention on the road — or, to the road, that is.

The detachment, which is responsible for more than 90 per cent of the Halifax Regional Municipality, has been using what's called a comstat process that compiles data for specific sets of crimes by 'x-y' co-ordinates to track and predict problem areas and times since 2010.

Compiled by crime analyst Sheila Serfas, reports are delivered every three weeks at their comstat meeting.

"It really fits into our whole crime reduction strategy," says Serfas. "We've had very good success in reducing property crimes and some crimes against persons following this process."

So they decided to expand the tracked crimes to include road safety last year. It seemed like a natural progression to C/Supt. Roland Wells, the OIC of the Halifax District detachment.

"When you get into looking at the costs of policing and the costs of the judicial system as a whole, I think there's an onus on us to make sure we're making the best use of our limited resources," says Wells. "Every call for service reduced, in terms of collisions, saves taxpayers an incredible amount of money."

The reports give members the exact times and places that are hotspots for certain violations and dangerous driving behaviours. With the comstat reports available, Wells says he expects them to use that intelligence to get ahead of crime.

The feedback Serfas has received so far has been positive — last fiscal year, they'd already seen a nine per cent reduction in overall collisions.

"The work I do is used to help drive operations," says Serfas. "And we come back to review the data to determine if it worked and if we're hitting the right spots."

Wells adds that just having a police presence at these points of concern can help prevent drivers from speeding or violating cellphone laws, reducing their need to hand out tickets — and hopefully positively influence drivers in the long run.

"The best thing we can do is understand the problem and be strategic about how we respond," says Wells. "Analysts are essential, you have to get a grip on what it is you're doing to use our limited resources to best impact some of these social behaviours that lead to tragedies." ▪

— Sigrid Forberg

RCMPTALKS EXPOSES STUDENTS TO DIFFERENT PERSPECTIVES

By connecting classrooms through technology such as blogs, social media and videoconferencing, the RCMP is giving youth a voice to address and discuss current hot topics in its new pilot series, RCMPTalks.

"RCMPTalks is a way to empower youth," says Louis Zuniga, manager of the National Youth Strategy with the RCMP. "As well, it gives our police officers in schools an innovative and collaborative approach to engage with students, since regular presentations aren't quite doing it anymore."

The pilot project covered the topics of bullying and cyberbullying and impaired and distracted driving in English and French sessions.

Several schools from across Canada participated in each session. And in the weeks leading up to the live videoconference, students worked on a project in the classroom.

For the bullying and cyberbullying session, the grade seven students came up with a student charter of rights. For the impaired and distracted driving session, grade 12 students were challenged with creating a social media campaign on the subject.

Students then shared their projects with the other classrooms in a live videoconference.

In addition, the students heard from a guest speaker and participated in a discussion session with them as well as other subject matter experts in the field, including RCMP officers.

"RCMPTalks acts as a different avenue to start discussion and spark a conversation in schools," says Alisha Virmani, 19, the guest speaker for the English session on bullying and cyberbullying. "If we don't have these talks, it reduces the accessibility of making sure that key messages, like bullying prevention, actually reaches the kids who needs them."

Once the pilot project is completed and they've had a chance to evaluate it, Zuniga says that they will most likely have more sessions in the future.

"It's an experience for us because it's something new to the RCMP," says Zuniga. "But I think there is a strong desire for it. Our schools need it and I think our detachments need it too." ▪

— Deidre Seiden

Students from Airdrie, Alta. take on a bullying and cyberbullying discussion in an RCMPTalks session that connected them with several other classrooms across Canada.

RCMP

Chrystal Normand, RCMP

At Depot, cadets are pushed to their physical limits.

THE CHANGING FABRIC OF THE FORCE

RCMP RECRUITS BALANCE TRADITION AND MODERNITY

By Sigrid Forberg

On their fifth day at Depot, the RCMP's training academy in Regina, Sask., Cpl. Paul Cutler stands in the back of a classroom and addresses the 31 individuals in Troop 1.

Cutler, one of their two troop facilitators, asks the new cadets to look down at their uniform shirts. It's the first day they've been allowed to don their uniforms and they've been carefully adjusting themselves and one another all morning.

He asks them to consider why their shirts are grey, of all colours, when many other police agencies use blue, black or white. He then suggests that a quick glance downwards can serve as a helpful reminder throughout their careers of what police work is really about.

"Policing doesn't always have black and white answers. Policing has grey areas," says Cutler. "When you or someone else want a black and white solution, look down at your shirts and remember that."

SOCIETAL SHIFTS

Canada has changed a great deal since the North West Mounted Police was established in 1873. Issues of gender, sexual orientation, cultural and religious differences require more than a just-the-facts-ma'am approach.

And as the RCMP continues to adapt and change to reflect Canadian society, the force is drawing on the unique experiences and qualities of its individuals to strengthen the RCMP as a whole. The faces behind the uniform have increasingly become less uniform.

Cadet Vanessa Lee is a 29-year-old recruit from Surrey, B.C. Before joining the RCMP, she worked in social services with youth, refugees, recent immigrants and

homeless women.

"I've always thought of myself as doing something for the community," says Lee. "I want to build upon what I learned during my years in social service and apply it to making our country a better place."

It's the same for Cadet Kurt Butler. Butler, 35, whose father is a retired member of the force, says his father certainly influenced his choice and gave him an understanding of what the job involves — Butler attended nine different schools between primary and high school — but he says the main reason he joined was because it was the right choice for him.

"I really feel like I'm meant to be someone who helps people," says Butler. "When everybody else has run out of the building, it's the police officers who are running into the building. I want to be the guy people call when they actually need help."

You'd be hard pressed to walk the grounds at Depot and find a cadet who doesn't say their ultimate goal is to help people. And while that's definitely not a new thing, the force's understanding of how police help their communities has shifted over time.

As she explains the principles of community policing to Troop 1, Cpl. Kate Bamber, their other facilitator, emphasizes the need for flexibility in their chosen field.

"When things change, we need to change to meet those demands," says Bamber.

Bamber says that concept is central in all the lessons cadets learn throughout their six months of intense training. As the facilitators tell them, policing is a dynamic field and police officers need to anticipate that at any given moment, things could change.

Crystal Normand, RCMP

As part of their training, cadets are assigned investigations to practise the skills they learn at Depot.

"We need to always think about what we're doing well, what needs work and how to improve," says Bamber. "If we're not assessing, we're not growing and we're not learning."

CONSIDERING THE CAREER

Cpl. Natasha Szpakowski is the non-commissioned officer in charge of proactive recruiting in Saskatchewan.

Szpakowski, who previously worked at the academy, says one of the most important aspects of the job of a recruiter is to simply ask people whether they've ever considered being a police officer — and she's found a lot of people haven't.

"I always find it interesting because people will say, 'I'm too old' or 'I'm not in good enough shape'," says Szpakowski. "But in my experience, a regular member reflects any other person that's walking down the street. I've seen people as young as 19 and as old as 62, people of all shapes and sizes come and be successful."

Cadet Michael Roberts, 23, had wanted to be a police officer since he was very young. But as he hit high school and realized he wasn't going to be very tall or muscular in stature, guidance counsellors advised him against pursuing policing.

After a series of uninspiring forays into the trades, Roberts decided he wanted to do something different. He was going through the application process for the Canadian Forces when he ended up stumbling across the RCMP site.

"I had never really considered it as a career option," says Roberts. "Right off the bat, I pictured a lot of really manly men who were really into weight lifting and really competitive."

But what Roberts has found in his troop is a group of people that within just two weeks, he already feels are more than just classmates.

On the first day of week one, Troop 1 ran their first PARE (Physical Abilities Requirement Evaluation), a timed test that pushes them to their physical limits. They went one at a time while their troopmates watched from the sidelines. Cheering when they did well and encouraging each other when they struggled, everyone completed the evaluation successfully under the time limit.

Cadets learn quickly that they're stronger as a whole rather than in parts — a lesson facilitators hope they apply throughout

Safe driving skills are an important aspect of training at Depot.

Crystal Normand, RCMP

their careers, building partnerships with their coworkers and clients alike.

Beyond establishing good habits, working together is a necessity for the cadets. Depot is a gruelling test of a person's mental and physical limits. Supt. Suk Pal, the training officer, says it's a place members come to associate with both their greatest challenges as well as their greatest triumphs.

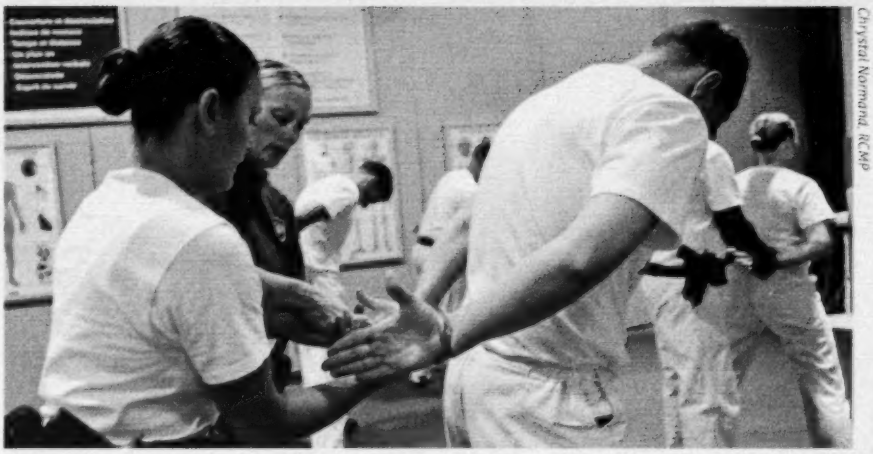
Cpl. Curtis Davis, a firearms instructor, says that those daily pressures are compounded by the fact that the process often takes years and that each cadet has put their whole life on hold to get there and at any minute, they could lose that entire personal investment.

To back up this statement, Davis turns to a group of cadets from Troop 20 lined up at the range, practising for their shotgun evaluation, and calls them out by name, asking them how long they waited just to get to Depot. The answers, ranging from 18 months to two and a half years, are average, he says.

"Those years waiting to get to Depot all could ride on 20 minutes of shooting," says Davis, referring to their firearms qualifications. "This is their whole career."

And it's not just their firearms skills that put them at risk of being sent home — everything cadets do from how they keep their pits organized to how they express themselves in class is being evaluated. But, Davis, his fellow instructors, and Pal all agree that the RCMP can't keep cadets on with the organization if there are doubts about their abilities.

"We cannot afford to knowingly, out of the goodness of our hearts or any kind of affection for an individual, send them into the field when they're not ready," says Pal. "We would not be doing the Canadian public, that individual, or the people they work with any favours."



Chrystal Normand, RCMP

Above and below, cadets practise police defensive tactics in a safe environment at Depot so they're prepared for the real thing in the field.

Depot's goal is to create the best possible police officers. As A/Commr. Louise Lafrance, the commanding officer of Depot, puts it, when she hands a cadet their badge when they graduate, she's telling them that she's confident enough in their abilities to work with them side by side someday.

CHANGES TO THE PROGRAM

In recent years, there's been a shift in the philosophy of how best to shape the learning environment. From the get-go, they're told that facilitators help cadets develop the skills to be excellent police officers, but that they won't be babied through the process. And because all the cadets are adults, they're treated as such.

"Our facilitators here gain their authority through respect, whereas I think, in previous times, that authority and that respect was demanded," says Pal.

Rather than having facilitators stand at the front of the class and read from a textbook, cadets are presented scenarios and encouraged to talk through situations and explain their rationale — for both their own benefit and that of their peers. The best facilitators, all members themselves, pepper their lessons with relevant experiences from their own time in the field.

Simulators are also starting to have more importance in fields like driving, firearms and judgment. With the simulators, cadets are able to learn and try out techniques in a safe environment without worrying about potentially damaging equipment or harming themselves or others.

Everything they learn in their 24-week program has a purpose, and builds upon lessons and theories they've been taught from day one. And while the intention is not to scare the cadets, there's no glossing over the ugly realities of policing.

On Troop 1's first day learning police defensive tactics, there's a quote written on the board to that effect: "Expect the best, prepare for the worst."

They're told that their best teacher is their last mistake, meaning they're supposed to make mistakes so they can learn from them. The philosophy in their fitness classes, which could apply to the rest of their education at Depot, is that what tires them now shouldn't in six weeks.

Chrystal Normand, RCMP

Crystal Normand, RCMP

Cadets line up for the commanding officer's inspection on graduation day.

THE RIGHT FIT

Cadet Rachel Williams, 44, originally from England, served for 13 years as a police officer there, before coming to Canada on a holiday and deciding to stay, with the intention of becoming a Mountie.

Six years later, Williams found herself in Regina. She's seen plenty of ugly things in her policing career, but she says balancing her work and personal life has saved her from becoming bitter or jaded.

"My life is amazing and when I see others who don't have amazing lives, it just makes me more inspired to help," says Williams. "But not everyone can do this job. I couldn't be a doctor — I can deal with trauma, but I can't deal with illness. We're all cut out to be something, it's just about finding that niche."

For Cadet Deborah Goble, 45, she'd always known her niche was police work. After her federal government office was closed in Kelowna, B.C., last year, she decided it was finally her chance to try to get into the RCMP.

As a young girl, Goble had spotted a female police officer and known immediately that was what she wanted to be. She's left a lot behind to come to Depot — Goble has two children, 10 and 11 and a husband at home — and although every day is a challenge, it has reconfirmed to her that she's exactly where she wants to be.

"I'm a big fan of the fact that life begins at the edge of your comfort zone," says Goble. "Even when I'm exhausted, even when I'm like, 'Are you kidding? They've given me more homework?', I'm just so happy to be here. I haven't doubted my decision at all."

Depot continually strives to set itself apart as a leader in police training techniques and high standards. Lafrance says there's a difference between training a police officer and creating a Mountie. One of those key differences is that they strive to encourage both a sense of pride in the organization's history and a drive to help bring it into the future.

And in the 29 years since she graduated herself, she hasn't lost her reverence for what the shaping of recruits means for everyone — not just the cadets themselves.

"The cadets are why we're all here," says Lafrance. "You really feel like you've accomplished something when you help create a Mountie." ▪

BY THE NUMBERS

IN THE 2013-2014 FISCAL YEAR, DEPOT ENROLLED **492** CADETS.

OF THAT NUMBER, **33 PER CENT** WERE FEMALE.

ACCORDING TO THE CANADIAN CENTRE FOR JUSTICE STATISTICS,

2013 WAS THE THIRD YEAR IN A ROW

THAT THE NUMBER OF WOMEN IN UNIFORM INCREASED IN CANADA.

SIX PER CENT OF THAT YEAR'S CADETS ALSO

IDENTIFIED AS FIRST NATIONS.

AND **18 PER CENT** IDENTIFIED AS A VISIBLE MINORITY.

60 PER CENT OF THEM HAD MORE THAN HIGH SCHOOL

EDUCATION (RANGING FROM CERTIFICATES TO GRADUATE DEGREES).

AND THEIR AVERAGE AGE WAS **29 YEARS OLD**.

Source: RCMP National Recruiting Program and Depot Training Office.

A MORE REFLECTIVE FORCE

THE DEMOGRAPHICS OF TODAY'S RECRUITS

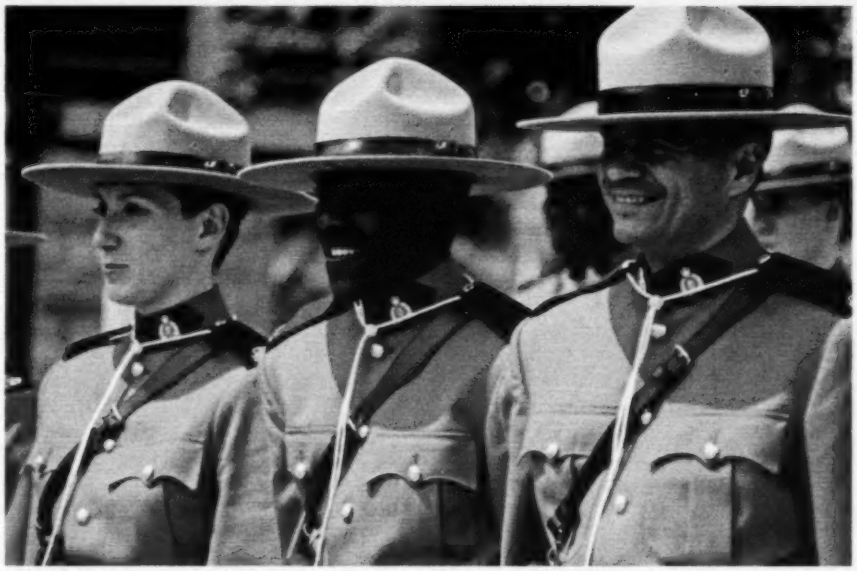
By Deidre Seiden

Cst. Amy Rowat credits the old detective shows she watched on television with her dad for sparking her interest in policing as a child. But it took 10 years of studying and working in another field altogether for Rowat to realize that her childhood curiosity and passion for policing were still alive.

"Throughout the years, I was still always interested in policing," says Rowat. "Then I thought I was getting older so I should do it now."

With the timing right, Rowat started building her police resumé, which involved getting physically and mentally prepared for a new career.

She got a diploma in police foundations, began volunteering, started working out and underwent surgery to correct a problem with her eye. Rowat says it took her four years to switch careers, which included two years to go through the RCMP's application process.



Crystal Normand, RCMP

The demographics of today's recruits is changing to better reflect Canada's population.

REPRESENTING THE COMMUNITY

Like Rowat, many new recruits aren't applying for the RCMP straight out of high school.

About 38 per cent of new recruits have a post-secondary education.

At 32, Rowat is just a few years older than the median age of her troopmates at Depot (the RCMP's training academy), which wasn't always the case. The age of cadets has risen over the years.

"When I went through Depot in 1987, I was 24 years old," says C/Supt. Lindsey Brine, the Director General, Recruiting Modernization and Human Resource Transformation. "I was the third oldest person in my troop. Now the median age of recruits is 27."

The RCMP is also changing its recruiting objectives to better reflect the diverse nature of Canada's population.

With recruitment benchmarks set in the different employment equity groups — women, aboriginal and visible minorities — the RCMP is aiming to better reflect the demographics of Canada and today's labour market.

In 2013, the RCMP increased its recruiting objective for women, aiming for them to comprise 35 per cent of all recruits enrolled at Depot. It reached 33 per cent, an increase of nine per cent from 10 years previous.

For 2015, a special benchmark has been set: 50 per cent of all cadets sent to Depot will be women. The goal is to have women represent 30 per cent of all members in the force by the year 2025.

The number of visible minorities enrolled at Depot has also steadily increased over the past 10 years. It's now at 18 per cent, up from seven per cent in 2004–2005.

"We're seeing a different force," says Brine. "We're working very hard to recruit more visible minorities, aboriginals and females, but we need to do better and we need to attract more people from diverse groups."

TARGETED RECRUITMENT

Recruitment officers are now reaching out to different communities to make that possible.

"Some of the things that we're doing is to offer PARE [RCMP fitness test] assistance to new female applicants, run targeted advertising for employment equity groups and we also ask all members in the field to reach out to those groups," says Sgt. Marlene Bzdel of national recruiting.

In Alberta, the recruiting unit holds career presentations geared toward women, aboriginals and visible minorities. The unit works with women to get fit, not just for work but for life, and it runs an aboriginal high school mentorship program to get aboriginal youth thinking about a career with the RCMP.

These initiatives also help get the message out that the RCMP is hiring, says Cpl. Barbara Hemsley, a recruitment officer in Alberta.

"We're always looking for qualified applicants from a wide range of backgrounds," says Hemsley. "Having a more diverse police service will provide us with a balanced approach to solving problems and better representing the communities that we serve."

Rowat, who now works at the Evansburg detachment in Alberta, says becoming a police officer wasn't a decision she took lightly.

"I think it's something you need to be passionate about, and I had the time to figure that out and make sure I was prepared," she says. ■

DO FORMAL OR INFORMAL MENTORING PROGRAMS BETTER SUPPORT RECRUITMENT?

THE PANELLISTS

- **Commander Jarod Kasner, City of Kent Police Department, Washington**
- **D/Commr. Marianne Ryan, commanding officer of K Division, RCMP, Alberta**
- **Cst. Lisa Wolfe, Recruit Selection Unit, Edmonton Police Service**

RCMP

COMMANDER JAROD KASNER

The Kent Police Department recognizes the inordinate amount of resources that are expended towards new hires in our agency. It's in the best interest of our organization for our new and existing employees to continue to develop and become integral members, and contribute to the continued growth and wellbeing of the organization.

Kent had an informal mentoring process, but it was made apparent that this wasn't adequate to support the rising influx of newly hired employees. Kent then began looking at a more formal process.

The department looked at the existing and useful informal process and strategized to develop a structured, formal process in which newly hired employees were offered a smooth transition into the department and provided a greater understanding of the organizational culture and history.

Although we developed a structured formal program, we didn't abandon the informal process entirely. We find that the informal process still occurs and at times augments our formal program. Allowing both processes to occur covers all aspects and encompasses everyone, instilling acceptance into our organization.

The advantages of the structured system are that it sets up guidelines and a framework that we could later evaluate and modify, as we had set out to offer our employees a sense of inclusion and a solid foundation from which to evolve.

The Kent Police Department Mentor Program identified that retention was just as important as recruitment. We empowered our recruiting officer to also take on the role of our mentor co-ordinator. Not only was he already invested in the program, he had first-hand knowledge of the new hires and their background.

In the beginning, we solicited for interested individuals to build the mentoring team, but we have since modified our approach.

Our co-ordinator now evaluates the pairing information and personally seeks out those in the department and invites them to take on the protégé, based on similar backgrounds and interests.

This new approach has proven very successful and our co-ordinator has yet to be turned down.

It also appears to encourage active support and the sought-out mentor takes this opportunity more personally. This type of successful pairing instills a sense of ownership in the hiring process and mentoring program, and strengthens the integration and desired family atmosphere of the Kent Police Department.

Kent maintains a two-year log of the mentor/protégé pairings. However, we haven't yet accumulated any statistics that would quantify our success.

Anecdotally, it appears that the demonstrated participation and commitment to the overall inclusion of the newly hired employees

and the feedback provided perpetuates success. The formalization of our program and the willingness to evaluate and make adjustments to it, works well for our organization.

D/COMMR. MARIANNE RYAN

"Mentoring is to support and encourage people to manage their own learning in order that they may maximise their potential, develop their skills, improve their performance and become the person they want to be." — Eric Parsloe, The Oxford School of Coaching & Mentoring

I have long held the view that the best learning experiences take place when peers are teaching peers. It's my view that the benefits of having a mentoring program in place is what really matters to the success of the organization, not whether it's an informal or formal program.

With a formal mentorship program, roles and expectations can be clearly defined. Established timelines may prompt greater buy-in as participants know the process and that their involvement will have a fixed end date. Conversely, the downside to a formal mentorship agreement is that an established end date may impose an arbitrary end to an existing healthy learning process.

Informal mentoring can result in sporadic contact and lead to an inability to achieve goals and objectives in a timely way as a result of the less structured process. However, an informal mentorship also suggests a greater willingness to be involved as each individual participant's commitment to the process may provide a better foundation for long-term mutually beneficial relationships to develop.

Based on my own experiences as both a "mentee" and a "mentor," I have found the informal mentoring process to have provided the greater benefit. To this day, I maintain strong ties to those individuals who have informally mentored me earlier in my career. I still consult with these mentors for advice and guidance on matters of importance.

Similarly, I find I am much more receptive and willing to serve as a mentor to others in an informal capacity because of the sincerity and qualities of the individuals I meet in this capacity. Candidly, at this point in my service and in my current role, I seek processes that are as uncomplicated and the least time consuming as possible while still providing real value.

Mentoring programs can provide trusted "life lines" when challenges present themselves in the work environment. If a mentoring relationship of trust already exists, employees will be more likely to consult with their mentors for advice and guidance to address work-related challenges.

This consultation can assist in the continued engagement and retention of employees. Further, armed with this information, mentors can also serve as barometers for senior managers to know what areas need improvement within their organization.

Mentorships can also benefit recruitment, although in a less formal way. This is done through the personal contact, which establishes a relationship of trust.

I can relate an example where I met an applicant for the RCMP at a public event in a small town in Alberta. The contact evolved into email exchanges when the applicant became a cadet at Depot. During the email exchanges, I was able to offer encouragement for the cadet's training and advice about possible postings.

Likewise, I received valuable information from the cadet about our recruitment and training processes for reference with future applicants.

In the end, while I may prefer an informal mentoring process, the RCMP benefits from mentoring regardless of how we structure or name it.

CST. LISA WOLFE

I've had the opportunity to work with the Edmonton Police Service's Recruiting and Selection Unit for the last few years. Prior to that assignment, I was involved in and supported mentoring and development programs that focused on our police applicants in several areas of Aboriginal and Diversity recruiting and mentorship through the Aboriginal and Diversity Job Development Program.

It's been my experience that people can be willing to develop their portfolio to become more competitive in the application process. Some areas of weakness — including fitness, leadership, volunteering and teamwork — are mentorable and can be developed by any individual.

Not everyone has a high IQ or is physically elite in regards to fitness. Nor is everyone a born leader. But we can help the applicant achieve his or her best by placing them in environments with other competent police applicants who exhibit these competencies well.

All applicants have the opportunity to see and interact with others so that they can help each other and mentor each other through guidance from a trained police member who is adaptable, encouraging and seeking the best out of applicant.

For instance, most applicants can achieve better results in the area of fitness. As a police service, we have worked with our city departments to develop community fitness training programs to help develop better-qualified, physically ready applicants who can pass our fitness standards.

Currently and in the past, the EPS has specifically created mentorship programs for aboriginal and diverse applicants who are interested and require more exposure to the policing profession.

Applicants can attend several training sessions that run all year long. These include running, cross-circuit training, verbal judo, yoga and kickboxing. Sometimes these classes are used to help candidates develop self-discipline or their own training program.

A team leader is identified and used to help applicants develop and demonstrate their leadership capabilities and teamwork.

If an applicant is lacking in the area of leadership, which includes being assertive or able to delegate tasks, the trainers have the opportunity to encourage that person to take on a leadership role as a team leader to co-ordinate an event or fitness run.

Volunteering in the community and community engagement exposes applicants to situations that allow them to demonstrate empathy and compassion, and to value service and commitment to the diverse people of Edmonton. This includes food bank drives, snow angel programs and selected diversity community events.

Since the policing sector works daily with clients who are less fortunate and have many needs, we provide various opportunities for applicants to develop their own portfolio to showcase their commitment and their abilities. Team leaders report back to the training program co-ordinators. Additionally, the training program member will follow up with the organizer of the event to inquire how the applicant performed.

The overall idea of mentoring applicants is to develop a large pool of qualified applicants who meet a core standard competency and who can be selected throughout the application process quickly and effortlessly to attain our goals of highly qualified recruits. ▪

FAST-TRACK RECRUITING

FEMALE APPLICANTS USE ACCELERATED PROCESS

By Cst. Deborah Rogers, E Division Recruiting, RCMP, British Columbia

In 2013, the RCMP Recruiting Unit in British Columbia took unprecedented measures to encourage women to consider the RCMP as a career choice. The initiative, known as the Women's Accelerated Recruiting Process, was designed to meet an aggressive target to hire more women and create a more equitable balance between female and male members.

Since 1974, women have made significant contributions as RCMP officers in all regions of Canada and around the world. Women have brought with them a unique policing perspective.

They help provide a balanced approach to both resolving problems and developing relationships with the communities they serve. And they have made a positive impact on these communities while enjoying considerable opportunities for growth and development in many specialized units.

In an effort to appeal to female applicants, the Recruiting Unit in B.C. committed to reducing the application processing time to six months from an average of 12 months.

MULTI-STEP PROCESS

The typical RCMP application process consists of multiple steps with an evaluation completed at each step. These steps include a career presentation, an aptitude test, a physical assessment, an interview, a polygraph, medical/dental clearances, a background check and a security clearance.

If the applicant succeeds in completing the aptitude test, he or she is selected from an initial ranking list and forwarded a link via email with an invitation to complete the application package.

This comprehensive application package requires detailed responses about the applicant's past and current lifestyle. The applicant is given three weeks to complete the package and return it to the recruiting office. Once the package is received, it's reviewed by a regular member of the RCMP.

A woman completes the PARE, a test used by the RCMP to determine an applicant's ability to perform the physical demands of police work.

Cst. Samantha Petrow, RCMP Recruiting

Two possibilities arise from the review of the applicant package: a recommendation to move the file forward or terminate the file. If recommended, the applicant is scheduled for a Regular Member Selection Interview (RMSI). The successful applicant then completes the behavioural/situational interview and is moved to the next step to complete the polygraph examination.

After the polygraph, the file goes back to a regular member and the results of this exam are reviewed with the applicant. After this secondary review, a decision is made again whether to move the applicant file forward or terminate the process. If the applicant is successful, a field investigation/background check is conducted while the medical and security clearances are obtained.

During the final stage, the entire file is reviewed to ensure the best-suited applicants are offered a position in the next troop scheduled for recruit training at Depot in Regina, Sask.

SAVING TIME

The accelerated process adheres to the identical standards of the current RCMP application process. However, there are some notable differences in the accelerated process. These differences were expressly initiated to reduce the application process time to six months or less.

First, a mandatory career presentation was held in September 2013 with more than 170 women in attendance. All attendees were eager to learn about the RCMP and the opportunities that would be possible if they succeeded in the application process.

To expedite and facilitate the career presentation, female members in the Recruiting Unit were on hand to answer any questions that arose. In addition, the attendees were encouraged to speak to a member after the presentation to ensure they understood the accelerated process. After the presentation, the unit provided specific dates to the applicants for when they should be available.

The second notable difference in the accelerated process was holding a pre-screening process immediately after the

career presentation. This pre-screening process was comprised of a set of questions that allowed members of the Recruiting Unit the opportunity to select applicants who would have the greatest chance of succeeding in the process.

The applicants who met the pre-screening requirements were invited to write the aptitude test on a date provided. This process also gave members of the Recruiting Unit an opportunity to educate unsuccessful applicants on the steps they would need to take to succeed with their application.

A third difference in the recruiting process involved holding mandatory tutorial sessions for the applicants on the recruiting process. The content of these tutorial sessions consisted of a discussion or presentation on the following:

- the new electronic version of the aptitude test
- an updated study guide
- the importance of clearly addressing the required competencies of the RMSI
- how to complete, with honesty and transparency, a polygraph test

Finally, support staff (non-RCMP members) reviewed each form to ensure all parts of the application were completed both with accuracy and free of common clerical errors.

GETTING PHYSICAL

The Physical Abilities Requirements Evaluation, known as PARE, is the RCMP fitness test used to assess an applicant's ability to perform the physical demands of police work. Female applicants generally find PARE more challenging than their male counterparts, particularly with the push-pull portion.

For this reason, the applicants were given an optional practice PARE session. The two-hour session gave the applicants the opportunity to work with the RCMP fitness and lifestyle co-ordinators, who provided instruction on the push/pull, vault, lap times and how to prepare for PARE.

In the final stages of the accelerated process, 43 female applicants wrote the electronic version of the RCMP aptitude exam on October 19, 2013. Twenty-three women successfully completed the exam, and moved quickly toward their goal of becoming RCMP members. The electronic exam provides applicants with their test scores immediately after completing the test.

One key aspect of the accelerated process was that all of the applicants arrived at the exam with a completed RCMP application package. Completing the application package prior to the exam required each applicant to invest in the process before knowing if they have passed the aptitude test. But doing the work up front meant the initial file review could be done immediately, taking approximately eight weeks off of the processing time.

The PARE was completed the following day. Allowing the applicants to go through the optional training session proved beneficial: all but one applicant successfully completed the PARE.

The applicants worked diligently through the process, which included last minute-scheduling for appointments such as the polygraph examination and the RMSI interview when cancellations surfaced. Each applicant understood what was required for successful completion of their application by being available for last-minute openings.

FIRST GRADUATES

Over the ongoing weeks, the Recruiting Unit treated the accelerated files as a priority. On February 12, 2014, two women from this process started cadet training at Depot. The application processing time took less than four months from the day they wrote the exam. Both women graduated August 5, 2014, just 10 months after their exam date.

The remaining successful applicants from the Women's Accelerated Recruiting Process were at Depot no later than June 2014. The last applicant, whose file was delayed due to unforeseen circumstances, started Depot on June 4, 2014.

For 40 years, female members have made significant contributions to the success of the RCMP mandate.

Continued growth in the number of female members is encouraging. With more female members, the RCMP believes it can provide better service to the diverse communities it serves. ■

TAKING THE PAIN OUT OF PARE FOR FEMALE RECRUITS

RCMP's Physical Abilities Requirements Evaluation (PARE) is as much mental game as it is a physical one, especially for women.

"A lot of women don't even start our recruiting process because of the fear of the fitness component so we are trying to make it easier for them to see the RCMP as a viable career," says Cpl. Michelle Welsh, a recruiting officer for the RCMP in Ontario.

When Welsh noticed the trend that women attending recruiting sessions had specific concerns and anxieties associated with the PARE, a fitness test used to assess an applicant's ability to perform the physical demands of police work, she worked with Robert Séguin, Ontario's fitness and lifestyle advisor, to address them.

Knowing the best way to get over a fear is to face it, Welsh and Séguin developed the Women Only PARE Workshop.

Its purpose is to put women at ease with PARE in a comfortable environment.

"By introducing women to the actual physical course, providing them direction and being a cheerleader for them, we give them the tools they need to be successful when they actually take the PARE in the applicant process," Welsh says.

The workshops have been well-attended since beginning in 2007. The demand has led to more sessions in more locations with plans to expand further.

"As we've seen, women who attend one workshop will often attend another three months later," says Welsh. "We can actually see the improvement and their thought process towards the PARE becomes less of an obstacle and more of a challenge they can succeed in."

— Deidre Seiden

ADAPTING TO THE ENVIRONMENT

DEPOT TEACHES MORE THAN SKILLS

The one thing every member of the RCMP has in common is that they've all spent six months at Depot, the RCMP's training academy in Regina, Sask. Sigrid Forberg spoke with A/Commr. Louise Lafrance, the commanding officer of Depot, to hear more about how they're shaping the future of the force.

WHAT IS THE GOAL OF DEPOT?

In simple words, the goal is to create Mounties. I think any member of the RCMP will know what that means. The Mounties have played a very unique role in Canada's history and continue to be the leaders in many fields. We are the only organization that prepares municipal, provincial, federal and international police officers, including opening more than 150 different possible career paths for them within the force. We provide a modern, world-class training to our cadets while preserving our history and instilling pride to be part of one of the most recognized police forces in the world.

HOW HAVE THE RECRUITS CHANGED OVER TIME?

You know, obviously, generation to generation, people change. And we, as an organization, have to adapt to the new generation, not the other way around. But the basic criteria — the basic foundation of a Mountie — hasn't really changed. When I talk to cadets today on their graduations and I go back 29 years to my own, I see that the people who are attracted to this organization are very similar. They want to help others, they want to serve and protect Canadians, they want to make a difference.

WHAT ARE THE QUALITIES YOU LOOK FOR IN AN IDEAL RECRUIT?

Living and breathing the core values of the organization is important. Treat people with respect, have compassion, be honest, have integrity, own your mistakes, be accountable, be and look professional. I admire those who have emotional intelligence, who are humble and who are simply "good people aiming to influence people positively." I want people who are bright, people who are willing to go the extra mile.

HOW DOES DEPOT HELP BRING OUT THOSE QUALITIES?

One of the very first things I tell the cadets when they arrive is we are not trying to change who they are, we simply want them to be the best they can be, to dig deep and show us "what they've got."

I believe the way the training is set up, the way they have to earn everything, from uniforms, to marching orders, et cetera, give them a sense of accomplishment, while never taking anything for granted. We teach them to pay attention to details, we enhance their problem-solving skills to address and adapt to the needs of the communities they will be serving, we teach them to work with partners. We teach them the skills they will need to survive out in the field and much more.

WHAT SHOULD CADETS TAKE AWAY FROM THEIR TIME AT DEPOT?

First off, I want them to never forget why they joined and the pride they felt on their graduation week. I want them to understand why they did all of that — to help, serve and protect Canadians. As simple as that. I want them to feel confident that they've received the best training possible they needed to start their Cadet Field Coaching and the rest of their careers.

I also tell them not to go through their career pondering on missed opportunities, missed promotions, missed transfers, etcetera. If you think that way, you're going to live your life looking backwards. Focus on the way forward, there's something else coming for you, be positive, love what you do.

WHAT DO YOU SEE AS THE FUTURE OF THE ORGANIZATION?

I often say this at graduations: I am confident the organization is in good hands.

If we continue what we're doing, making sure we get the right people, we'll be fine as an organization. Are these new members going to be exactly like the members before them? No. We're not exactly like the people before us either. These cadets graduating are fantastic. I am so proud of them. And I hope when they arrive in the field, people are also supportive of who they are, and continue forming them to be the best Mounties they can be. ▪

A/Commr. Louise Lafrance inspects a troop on their graduation day.

Chrystal Normand, RCMP

THE REAL DEAL

STUDENTS EXPERIENCE LIFE AS AN RCMP CADET

By Andrea Church, Operations Strategy Branch, RCMP, Alberta

"My life will not be the same as it was before I arrived. I don't want it to be."

Those are the words of a student who completed the RCMP's week-long youth academy last spring.

The goal of the Depot Youth Camp is to provide students who are interested in a career in policing the chance to learn more about the RCMP and experience life as a cadet.

What began in Alberta as a pilot project in 2011 has expanded to include 32 high school students from across Alberta, Saskatchewan, Manitoba, Northwest Territories and Nunavut who attend the camp at Depot, the RCMP's training academy in Saskatchewan.

This accredited course provides students with the opportunity to dip their toes into the pool before they take the plunge into policing as a career.

RCMP recruiters from each of the provinces and territories solicit and collect referrals from teachers and counsellors, and then interview interested students. Successful candidates are selected based on their expressed interest in law enforcement as a future career, academic standing, extra-curricular activities and leadership skills and traits.

RCMP

The St. Albert Youth Academy troop watches as an RCMP helicopter lands at Bellerose High School.

"TROOP VADER" EXPERIENCE

Last spring, RCMP in St. Albert partnered with Morinville and Stony Plain detachments in Alberta to offer the youth academy experience to Grade 11 and Grade 12 students in that region. Instead of going to Depot, 20 recruits from schools in Edmonton, St. Albert, Stony Plain and Sturgeon County attended the camp at Bellerose High School.

After picking up their uniforms and duty belts, the troop — known as "Troop Vader" — lined up their cots, stowed their personal items then attended a lecture about dress and deportment with Sgt. Major Gene Maeda.

Maeda followed up with a hands-on drill exercise during which the students learned how to sort by height and make a straight line. They also learned the vital importance of physical fitness.

Supervising officers hid smiles, remembering their own training, while students ran across the gym and counted out push-ups. Adversity builds character and teamwork, and those traits were emphasized during the training.

Learning about the law, meeting a police dog and watching a forensic identification demonstration were only the beginning. Throughout the week, the troop's attention was engaged in their training topics and they embraced the hands-on privileges accorded to them while participating in the program.

INSIDE LOOK

During the course, the troop visited the RCMP headquarters in Alberta and met the commanding officer, D/Commr. Marianne Ryan.

The troop then toured through the Northern Alberta Operational Communications Centre and learned about the challenges of managing emergencies and people, and then visited the gun range to learn how to fire a weapon.

They also challenged themselves by running a couple of laps of the RCMP's physical abilities requirements evaluation, known as the PARE, to boost their physical fitness and understand the reasons for the stringent physical demands of the job.

Troop Vader looked on as an RCMP helicopter landed at Bellerose High School during the week. The students bombarded the pilot and instructors with questions about RCMP Air Services and situations in which helicopters are used for law enforcement.

The final night was an opportunity for the team to get a glimpse into the culture and history of the RCMP. They participated in a regimental "dining-in," complete with a member of the force's Pipes and Drums band piping in the head table.

Their drill classes paid off on graduation day as the troop successfully performed a drill presentation under the direction of the sergeant major. They paraded to the sounds of Darth Vader theme music from Star Wars.

FRIENDSHIPS FORGED

Like at Depot — although only one week rather than six months — the close physical proximity and shared experiences forged friendships that will last years.

Cpl. Laurel Kading of the St. Albert Municipal Detachment said the youth academy students experience the same emotional roller coaster as recruits at Depot.

"There's a distinct emotional journey through a troop's six month tenure at Depot," said Kading. "And the students go through the same journey even in this abbreviated version of training."

Some students will take their credits and move on. But a percentage might use their experience at the St. Albert RCMP Youth Camp as a jumping off point to build a career in policing within the next few years. ■

DRAWING ON A LEGACY

POLICE COMIC BOOK FEATURES PAST HEROES

By Jeff Awid, Corporate Communications Branch, Edmonton Police Service

One hundred and three years ago, Alex Decoteau made Canadian policing history.

The young Métis man from Saskatchewan moved to Edmonton in 1909 to work in his brother-in-law's machine shop. Two years later, Decoteau joined the Edmonton Police Service , becoming the first aboriginal police officer in Canada.

Now, Decoteau's life story is the subject of Legacy of Heroes, an online digital comic book written and illustrated by members of the Edmonton Police Service (EPS).

SHARING THE PAST

"Our overall goal for the comic book is to chronicle people and events from the service's past, and share those stories with the community," says Michael James, a supervisor with the EPS Corporate Communications Branch. "We take great pride in our history. We want Edmontonians to be aware of the amazing things the EPS has achieved."

James believes positive stories about police officers will inspire future generations to consider a career in law enforcement.

The inaugural issue of Legacy of Heroes was released in March on the EPS website and Facebook page following two months of intensive work by writer Jeff Awid and illustrator Jared Robinson.

"I originally started researching Alex's life for a documentary film I wanted to produce," Awid recalls.

The documentary failed to materialize, but the facts of Alex's life stayed with Awid.

Awid and Robinson are civilian employees with the EPS Digital Media Unit. The majority of their time is spent producing training and informational videos for the internal and external EPS websites, along with public education campaigns for television.

Legacy of Heroes is their first comic book.

"Jeff and I had just finished a creatively taxing video series, and were looking for a different sort of challenge," Robinson says. "We wanted to try something new — something we had never done before."

As a long-time fan of heroes like Spiderman and Batman, Awid approached Robinson with the idea of making a comic book about the EPS. The current popularity of comic books and graphic novels in print, online and at the movies also played a role in their decision to create a comic book, Awid explains.

"We tossed around a bunch of concepts," he says. "We even created a fictional squad of police officers and devised stories for them."

It was harder than it looked and just as the project threatened to stall, Awid remembered his aborted documentary about Alex Decoteau. The true story of Canada's first aboriginal police officer seemed ready-made for a comic book.

TEACHING THE PAST

"Once we settled on Alex's story, everything began to fall into place," Robinson says. They made the decision to target the comic book at elementary school age children. By ensuring the historical accuracy of the story, and including a series of discussion questions related to subjects as diverse as residential schools, the Olympic Games and the First World War, Awid and Robinson were able to create an entertaining and informative teaching tool.

"A lot of kids find history boring. But put it in a comic book with colourful illustrations and all of a sudden, history is

interesting," Awid says.

Insp. Dan Jones, who oversees the EPS Aboriginal Relations Unit, believes Decoteau's story has important lessons for children and adults alike.

"Alex's life is about perseverance triumphing over adversity," he says. "His father was murdered when Alex was three years old. His mother couldn't afford to take care of the kids on her own. Alex and his siblings were sent to a residential school where they spent their youth. Most people would give up. Not Alex."

His story further demonstrates to young people that they can pursue any career they wish, including police work, no matter what challenges they face in life.

HERO IN THE MAKING

"The comic's overall theme is Alex's passion for running," Awid says. "Everything positive in Alex's life stemmed from his ability as a runner."

By the time he turned 18, Decoteau was winning every race he entered. "He was very well known in Alberta and Saskatchewan," Izola Mottershead, Alex's niece, says. "People came from all over to see Alex run."

When he moved to Edmonton, Decoteau joined the Edmonton Irish Canadian Athletic Association. It was here that he first came in contact with members of the Edmonton Police Department.

Impressed by his athletic prowess and likability, the officers encouraged Decoteau to apply for a job as a police officer.

"With every issue of Legacy of Heroes, we hope to give readers a broader sense of what was happening in the world at that time and the impact it had on individuals like Alex," says Awid.

Decoteau served with the Edmonton Police Department from 1911 to 1916. During that period, he was a member of Canada's Olympic team and competed in the 1912 Olympics in Stockholm. Shortly after the start of the First World War, Decoteau left the police to join the Canadian military.

PEN TO COMPUTER

Awid wrote the first draft of the script in a couple of days. He used historical documents and family memorabilia for information and inspiration. "Many of Alex's personal items are on display in the atrium of Police Headquarters. Walking past them every day was a constant reminder to me that Alex was a real person, and we had a duty to tell his story accurately."

For Robinson, illustrating events that occurred 100 years ago was a unique challenge. "When I'm painting or drawing, I tend to let my imagination run wild. In this case, because we were portraying a real person and real events, I had to keep my artwork more realistic."

To help ensure the accuracy of his artwork, Robinson poured over family photographs of Alex as well as pictures of Edmonton from the early part of the 20th Century.

"ALL TOO OFTEN THE STORIES YOU READ ABOUT POLICE ARE NEGATIVE," JAMES SAYS. "THE COMIC IS AN ATTEMPT TO COUNTERACT THAT NEGATIVITY AND, AT THE SAME TIME, EDUCATE THE PUBLIC ABOUT THE EDMONTON POLICE SERVICE."

The creative duo spent two months working on the comic book before they presented it to their supervisor, Michael James.

James immediately saw the public relations potential in Legacy of Heroes.

"All too often the stories you read about police are negative," James says. "The comic is an attempt to counteract that negativity and, at the same time, educate the public about the Edmonton Police Service."

PUBLIC RECEPTION

Legacy of Heroes was launched online in March 2014. A special print edition was also distributed at the Truth and Reconciliation Commission event in Edmonton. "The Commission had never heard of Alex before this," says Jones, who acted as a liaison between the EPS and TRC.

The Commission asked to distribute the comic book to students attending the first day of the event. "We printed 3,000 copies to hand out," Jones says. "The response was so positive we had to print another 5,000 copies to meet the demand from educators and schools."

The online response to Legacy of Heroes was equally positive. More than 1,600 people from across Canada and as far away as Hong Kong and Australia have read the comic book on the EPS website. Another 3,000 people learned about the comic through a post on the service's Facebook page.

The *Edmonton Journal* ran a front-page story about Legacy of Heroes. This piqued the interest of other media, including Global News, CBC, CTV and APTN. Each network ran a story about the comic during their six o'clock newscasts.

"The response from the media and public proved to us that the history of the EPS is important to the public," James says. "We weren't sure what to expect. Getting such positive feedback to a new initiative like this was inspiring."

Work has already begun on the second issue of Legacy of Heroes. This time Awid and Robinson are turning their attention to the sky, and the first airplane used by the Edmonton Police Service in pursuit of a criminal.

The service is also looking at other ways comics can be used to share information with the public, including non-English speaking citizens.

James says the comic book format is "so versatile. It's another tool we can use to engage with the community." ▪

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Simply acknowledging an officer's hard work goes a long way toward job satisfaction and morale.

UNDERSTANDING MOTIVATION

THE SUPERVISOR'S ROLE IN OFFICER RETENTION

By Brian D. Fitch

Several years ago, *Gallup Management Journal* conducted a multi-year research project to discover what makes a great workplace.

First, the researchers needed to define what "great" was. They decided that a great workplace is one where employees are satisfied with their jobs. The reason behind this decision was simple enough: satisfied employees are more likely to remain with an organization.

Using statistical techniques, Gallup analyzed data from more than 200,000 employees in 36 different organizations, and across 21 different industries to investigate the links between working conditions, employee satisfaction and retention.

At the end of the day, the results were clear: employees don't leave companies, they leave managers and supervisors. More specifically, the single biggest predictor of employee satisfaction and retention was the relationships with one's immediate supervisor.

While most law enforcement organizations readily acknowledge the importance of good supervision in risk management, training and other functions, the important role that supervisors play in officer motivation and retention is frequently ignored.

Virtually every officer who enters law enforcement wants to make a difference. They begin their careers full of energy, hope and optimism. What supervisors do from that point forward helps to determine whether an officer decides to remain with an organization or not.

If Gallup's findings are accurate, officers who are unhappy with their supervisors are more likely to leave their agencies. Of those who remain, unhappy officers are more apt to be absent, suffer from fatigue and anxiety, and less committed to the agency's mission.

MOTIVATION AND RETENTION

In the most traditional sense, supervisors believe that the key to motivating officers is good pay and benefits. An officer's job is seen in relatively straightforward terms: if an officer follows the rules, does his job, and doesn't create problems, he will be well paid for his time. The problem with this philosophy, however, is that officers are motivated by more than money. Although pay and benefits are important, they aren't among the factors that separate productive, engaged officers from other, less-committed employees.

Motivation is the force responsible for why officers pursue certain goals, how hard they work toward those goals, and the degree of adversity they are willing to overcome. Motivation can be further divided into extrinsic (outside the person) and intrinsic (inside the person) factors.

Employees are typically motivated by a combination of external (i.e., pay and benefits) and internal (i.e., sense of purpose) factors. Of the two types, internal motivation is most strongly correlated with officer commitment, job satisfaction and retention.

Because of the common belief that officers are motivated primarily by pay and benefits, many supervisors feel powerless to motivate their subordinates. This is simply not the case. By understanding and applying the basic principles of motivation, supervisors can have a significant impact on officer

job satisfaction, morale and retention.

EXTRINSIC MOTIVATION

In simplest terms, behaviour is a function of its consequences. Behaviours that are rewarded are more likely to be repeated under similar conditions, while behaviours that are punished are less likely to occur again. The effectiveness of a reward depends on four factors: perception, timing, consistency and contingency. In other words, the reward must be valued by the person receiving it, be given immediately, consistently applied each time the behaviour occurs, and contingent on performing the correct behaviour.

One of the simplest and most effective rewards is praise for a job well done. Supervisors should take every opportunity to thank their officers both publicly and privately for their hard work. Simply acknowledging an officer's hard work goes a long way toward job satisfaction and morale.

In his book, *Bringing Out the Best in People*, psychologist Aubrey Daniels maintains that when supervisors fail to tell employees that their hard work is appreciated, they assume the opposite — that is, their supervisors and organization don't appreciate their efforts.

While extrinsic motivation is clearly important, it has its limit. To begin with, extrinsic rewards provide a short-term solution to a long-term problem. While praise and other extrinsic rewards can be an effective way of generating enthusiasm, the results are usually short lived.

Secondly, relying too heavily on extrinsic rewards can actually demotivate employees. By focusing on the short-term effects of extrinsic rewards, employees fail to tap the longer-term motivating effects of personal growth and achievement. Rather, they adopt an "if-then" attitude toward performance. When this happens, an officer's performance and likelihood of remaining with an agency are contingent on the type and frequency of external rewards he receives.

Unfortunately, over time, extrinsic rewards lose their lustre, leaving the agency with an unmotivated and unproductive officer, who, in all likelihood, will look elsewhere for greener pastures.

INTRINSIC MOTIVATION

In contrast to the external motivators (praise, money and promotion) linked with extrinsic motivation, intrinsic motivation is internal. It taps the natural human needs for achievement, responsibility and growth. In his 2009 book, *Drive*, author Daniel Pink identifies three key components of intrinsic motivation: autonomy, mastery and purpose.

The first factor, autonomy, refers to the natural human tendency to direct our own lives. Autonomy is different from independence. It means having the freedom to choose how, when and where one's work gets done. People who have autonomy are more likely to develop intrinsic motivation for their work.

Law enforcement supervisors can increase officers' feelings of autonomy by allowing them to select which tasks to focus on, as well as how those tasks get done. When appropriate, Pink further suggests allowing employees to choose who they'll work with to accomplish those tasks. By permitting employees to make choices, the responsibility for results no longer rests with supervisors alone, but also with employees. Thus, it's important that supervisors hold officers accountable for results.

The second facet, mastery, represents the innate desire to grow and develop. Everyone yearns to be good at things they are passionate about. This can be seen anytime a person is absorbed in a task they truly enjoy. Mastery, however, is an asymptote, meaning it can only be approached but can never be fully attained.

Mastery focuses on learning, competing against oneself and striving to do better. It's the very opposite of the performance-based outcomes emphasized through extrinsic rewards. In other words, if I do X, I will get Y. However, in order for an employee to pursue mastery, he must believe in his ability to improve. Mastery requires continued effort over a long period of time.

Officers who don't have faith in themselves and their abilities are likely to give up too soon.

The third and final aspect, purpose, is concerned with doing something that matters, doing it well, and doing it in the cause of something larger than one's self. Human beings naturally seek purpose in their work.

In law enforcement, our purpose is clear. However, over time, officers can lose track of this greater sense of purpose. Officers are only human. It can be easy to forget the importance of the work they do and the lives they touch.

Thus, it's the job of supervisors to remind officers of the nobility of law enforcement and how their individual efforts contribute to that purpose. When doing so, supervisors should use words like "us" and "we" to remind officers how their work is part of a greater cause.

RECOMMENDATIONS

Law enforcement supervisors play critical roles in officer morale, productivity and retention. As most law enforcement supervisors can testify from experience, motivated, satisfied and productive officers are more likely to remain with an agency.

Supervisors can increase motivation by using a combination of extrinsic and intrinsic rewards. When supervisors choose to use extrinsic rewards, they should do so carefully. They should ensure that the reward is something the officer truly values, is delivered as soon as practical after the behaviour, and is consistent. Most importantly, the reward should come as a surprise. This way, officers don't link performance with extrinsic rewards.

In addition to the proper and judicious use of eternal motivators, supervisors should foster an environment of learning, achievement and personal growth. Supervisors can accomplish this by emphasizing autonomy, establishing clear goals, providing immediate feedback, and assigning tasks that are difficult without being overly challenging.

Autonomy, as previously discussed, allows officers to control how, when and with whom tasks are accomplished. However, simply assigning tasks is not enough. Officers require clear, specific goals, and immediate feedback about their performance. Nothing is more frustrating than ambiguous goals and poor feedback. It's the supervisor's job to assign clear, specific tasks, while officers are responsible for determining how and when the job gets done.

Finally, officers will perform best when assigned tasks that are challenging, but not overwhelmingly complex. People naturally like a good challenge and will rise to the occasion given an appropriate level of difficulty and learning. However, when tasks are too difficult or too complex for an officer's skills level, they are likely to throw in the towel, and, even worse, refuse to take on similar challenges in the future. ▪

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CURRENT TRENDS IN POLICE RETENTION

STRATEGIES FOR KEEPING GOOD TALENT

By Charlie Scheer, PhD, assistant professor, School of Criminal Justice, University of Southern Mississippi

In the wake of the 2008 recession, uncertainty and volatility has had particular impact upon the contemporary workforce landscape, and even more so with regard to retention of police officers.

Forces outside the police manager's control, from changing generational preferences to budgetary strain, have produced an environment where workforce decisions, policy and potential solutions for long-term management are leapfrogged by shifting workforce dynamics that often render proactive planning obsolete.

How can a police leader manage an agency's workforce profile, while simultaneously forecasting and planning for a department's future, when the existing employee climate is so uncertain?

In a useful metaphor, employee retention has been referred to as the "hole" in the staffing "bucket" by which existing employees often escape (through voluntary turnover, or an employee's choosing to leave) or are released (as in involuntary turnover or termination) (Wilson et al., 2010).

In most recent research, employee turnover has been shown to negatively impact police organizational performance in controlling crime (Hur, 2013) and on long-term police organizational health by potentially stunting leadership development (Haddad et al., 2012). The disruption of career pathways caused by turnover may have a ripple effect on the entire organization and can be related to a number of organizational size, location and structural factors (Wareham et al., 2013).

Therefore, strategies for retention must be an integral part of a police organization's workforce management approach. Understanding the forces that cause attrition can assist police managers in envisioning longitudinal goals for an organization (Brunetto et al., 2012).

Instead of a "knowledge gap" with regard to police retention, there may be an "innovation gap" with regard to attempts made by police managers and leaders to put existing tools to use in order to mitigate the effects of employee attrition. Ironically, navigating the unexpected and managing for sudden change are strategies used by police managers in field situations, and the same energy can be used to combat the effects of turnover.

RETENTION TODAY

Comprehensive studies of the extent of police retention issues are rare, but existing data coupled with recognized workforce trends can define three specific needs for police organizations related to employee retention.

United States Bureau of Justice Statistics figures for police employee retention, captured through the 2008 Census of State and Local Law Enforcement Agencies, indicate that during 2008, about seven per cent of state and local law enforcement officers in the United States either voluntarily or involuntarily left their agencies. This figure was much higher (20 per cent) for agencies with 10 or fewer officers than for larger agencies with 500 or more officers (five per cent) (Reaves, 2012).

Additionally, separations for nonmedical retirements appear to be the primary cause of turnover, as 52 per cent of attrition in state police agencies and 41 per cent of attrition in local police agencies with 500 or more officers can be attributed to nonmedical retirements (Reaves, 2012).

Finally, in agencies with fewer than 10 officers, voluntary resignations comprise 71 per cent of reasons for separation from the agency.

These statistics from the most recent U.S. law enforcement census, gathered just prior to the recession's negative impact on police budgets, suggest that forces that frame our discussion of retention were already evident prior to the most recent economic crisis. Specifically, the desire for employees to be promoted to perceived better positions (higher voluntary separations at smaller agencies than larger) and retirements of older members of the workforce (the large percentage of separations caused by nonmedical retirement) contribute to the retention climate.

In conjunction with specific workforce trends seen in contemporary literature (Wilson et al., 2010; Wilson & Heinonen, 2012), three basic needs emerge with respect to police employee retention:

The need to retain good talent. Much has been written of a hypothetical "brain drain," or loss of exceptional talent, as a result of voluntary turnover in police settings (Orrick,

In policing, exceptional employees often leave for perceived better opportunities and potential mobility, better compensation and benefits, and improved facilities and equipment elsewhere.

2008). What is known is that in policing, as in other similar fields such as nursing and teaching, exceptional employees often leave for perceived better opportunities and potential mobility, better compensation and benefits, and improved facilities and equipment elsewhere (Wilson et al., 2010).

The impact of losing exceptional employees can be felt immediately, such as in staffing shortages, or in the long term, such as the reduction of potential future leadership and talent. This is often referred to as an "organizational plateau," or a situation where exceptional employees feel no sense of advancement or career mobility and thus abandon the agency (Wilson & Heinonen, 2012).

The need to properly invest training expenses. Training each new police officer carries an extraordinary cost borne by police agencies, and the risk of losing such individuals to voluntary attrition may be costly (Orrick, 2008).

Much of this investment is monetary, but it may also be counted in manpower hours required to train new officers, and in organizational cost devoted to building an applicant pool, such as recruitment drives at college campuses that result in better-educated applicants. But when an employee who has been the focus of such recruitment and training efforts leaves an organization, manpower and productivity are affected along with monetary cost (Wilson et al., 2010).

The need to build for the future. Contemporarily, much attention has been given in workforce management literature to "hiring for potential." In short, this means transitioning from hiring based on rote skillsets or competencies, and towards hiring based on other predictors of success, such as the ability to handle complex situations and the perception that the chosen career is a "calling" (Fernandez-Araoz, 2014).

While such a transition implies a certain risk, qualities such as motivation, determination and the ability to meet challenges creatively are increasingly being valued in police recruitment profiles. This approach represents an intriguing retention challenge as new generations of police officers, many of whom are interested in expressing creativity, insight and collaboration have chosen police careers. These generational differences have long been recognized as having accentuated importance in managing the police workforce (Batts et al., 2012; Orrick, 2008).

These three needs present interesting challenges to police leaders seeking to build, sustain and preserve workforce integrity, and only recently have potential answers begun to emerge to confront these challenges.

STRATEGIES AND APPROACHES

To date, few comprehensive evaluations of existing programs that target police employee retention have been conducted.

Statistically, in 2008, 19 per cent of police agencies surveyed in the U.S. law enforcement census used service contracts for employment; 65 per cent offered employees uniform allowance or compensation; 55 per cent offered graduated pay increases; and 46 per cent offered take-home vehicles as a perk.

These strategies show potential as workforce management tools, and their use in other fields similar to policing broadens the spectrum of approaches police managers can consider.

Has your department outlined specific retention needs? Consider the importance of data collection and analysis, identified needs through exit interviews and surveys, existing workplace climate surveys, and other techniques to identify specifically where retention issues may crop up in your department (Orrick, 2008; Wilson et al., 2010).

Has your department identified existing employees at risk for leaving? Multiple factors can be gleaned from simply knowing your workforce profile, and the answers to simple questions can direct your attention to attrition problems before they arise. Life transitions such as education, childbirth, divorce and separation, caring for elderly parents, approaching retirement of a spouse, and more routine events such as em-

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ployees seeking more flexible schedules may indicate the need for proactive intervention (Wilson et al., 2010).

Has your department prevented retention issues with creative recruitment? Multiple strategies at the front end, such as assessment centre testing, the hiring of pre-trained or pre-certified candidates, pre-academy field training, job shadowing and realistic job preview have been shown to combat future turnover in other fields (Wilson et al., 2010). By acclimating employees to a more realistic view of their expected career with your agency, you are presenting an honest impression of career expectations, which may lead to greater commitment over the long term.

Has your department carefully considered the pros and cons of service contracts? Today's employees value career flexibility, and service contracts protect organizational monetary investment at the risk of reducing feelings of flexibility and mobility (Orrick, 2008). Consider the message that's sent to potential employees over the long term by using such measures: it may inhibit trust between the employee and your department.

Has your department created an inventory of requirements beyond traditional police competencies? Often times, the skills that police organizations look for in employees — insight, creativity, goal-setting and the ability to process feedback, to name a few — are present in newly hired employees, but these qualities go unassessed.

We often base our hiring on specific skillsets and competencies with little attention to the complexity of police tasks and the potential of employees to navigate them. Consider building an inventory of competencies reflecting employee potential, and identify ways you can hire individuals who display leadership qualities that your department seeks to promote. Creating a workplace culture that values such skills in all employees will further expectations and create a desirable place to work — and remain. ▪

Charlie Scheer is an assistant professor of Criminal Justice at the University of Southern Mississippi with research specializations in police workforce management, police training and organizational development. He has worked as a sheriff's deputy prior to his academic career, and has publications on police recruitment and retention strategies, police civil liability and a national assessment of police training capacities.

EXTERNAL SUBMISSION

AIR FORCE RECRUITS TAKE VIDEO 'CHALLENGE'

ARCADE-STYLE GAME TESTS TACTICS AND STRATEGIES

By Bo Bradbury, senior vice president, GSD&M, Texas

The U.S. Air Force Recruiting Service has developed a free online video game interface to introduce future airmen — and a generation of gamers already in Air Force Blue — to Air Force mission concepts, tactics and strategies through arcade-style gameplay.

Part puzzle, part test of Air Force knowledge on how to develop, deploy and deliver peacetime and combat missions, the Airman Challenge game focuses on the spirit of adventure that attracts people to service. It also reminds those currently serving of the bigger scope of the missions that airmen support everyday worldwide.

"The game is meant to appeal to the Airmen of tomorrow, giving them a perspective on the many ways in which the modern Air Force is protecting our nation and our coalition partners," says Col. Marcus Johnson, AFRS's Chief, Strategic Marketing Division. "Today's video games are more evolved than the push-button, Space Invaders-type platforms of yesterday. The Airman Challenge video game is an immersive experience that offers an interface where advanced technology and the human meet as entertainment."

The Air Force Recruiting Service sought out game writers to develop a game to attract tech-fluent recruits. Airman Challenge demonstrates how their skills benefit the Air Force, while also showing that the Air Force has an interest in developing their skills further.

Combining demands for weighted decisions and situational awareness in scenarios taken from the headlines, the Airman Challenge video game interface is Internet-based and free on the website.

While intended to target the 18–24 demographic, the game also appeals to serving airmen. Johnson said the game writers communicated with Air Force professionals across many career fields to keep the language, equipment and situations completely accurate.

THE ART OF THE GAME

Most gamers will tell you that what matters most in a video game is its playability. And because Airman Challenge is an online video game, the ability of the interface to support multiple players at the same time is a test to the skill of the game writers, Blockdot.

According to Kate Hansen, the Airman Challenge project lead for GSD&M (the contractors who co-ordinated the video game on behalf of AFRS), the website was load-balanced and load-tested in anticipation of heavy traffic. To date, the game has had nearly one million visitors.

Hansen said the average user is expected to play the game for between 20 and 30 minutes, during which time a gamer can play two or three missions, but the game currently has 11 missions already "live" and can accommodate additional missions as well as any adjustments and enhancements.

As experience points are earned through successful missions, gamers rise in the ranks from Airman 1st Class up to Brigadier General, giving a sense of achievement that contributes to online gaming enjoyment. Users can also use either their Facebook profile picture or a selection of avatars to identify themselves in the game.

"Airman Challenge cannot be played as an app through the Facebook interface at this time, but users can automatically — and manually — share various achievements from the game via Facebook Connect when they sign in with their Facebook account," says Hansen. "And because there's a leaderboard in place for Airman Challenge, there's an element of competitiveness around which gaming communities develop."

To date, more than 200,000 ranks have been earned by gamers. ▪

FOR MORE INFORMATION:
WWW.AIRFORCE.COM

NOT JUST A JOB

RCMP CAREERS OFFER LIMITLESS POSSIBILITIES

By Sigrid Forberg

After a year of initial training and five years of general duty work, RCMP members can hop from one job to the next every few years for the next three decades. And that's an intriguing prospect for many prospective recruits — and seasoned police officers.

UNCONVENTIONAL WORK

Special O, the RCMP's elite and highly specialized covert surveillance unit, investigates matters ranging from national security and major crimes to drugs. With units in each of the RCMP's divisions across the country, they're always looking for new faces with an interest in technology.

Sgt. J.W. (name abbreviated to protect his identity) says there's no baseline requirement for service or education when they're looking for new members. But new members must not only be comfortable behind the wheel of a car, they also have to adopt an attitude that's less "police-like" to blend in with the general population.

"Since our work is done on the road, suitable members also have little interest in spending most days behind a computer screen at the office," says J.W. "We look for candidates with positive attitudes, progressive learning skills and the ability to not display police-oriented behaviour."

Recently, the Special O training office has been proactively seeking out managers and training co-ordinators across the country to promote and recruit for the team. Divisional units have also being offering mentor ride-along sessions for prospective members.

"What really attracts members to this line of work is being part of an elite team or section and getting to work on a diversity of high-priority files," says J.W. "It definitely brings new challenges and a sense of accomplishment."

DIRECT CAREER PATHS

There are some positions that require prospective applicants to put in considerable time and effort. With only six criminal profiling positions within the force across the country, the unit has strict background requirements and a rigorous three-year understudy program. It's not a career members can just pick up.

E Division Tactical Troop, B.C. RCMP

The RCMP's tactical troops offer members the opportunity to develop and hone different skills as well as do something different from their day-to-day work.

"We look for members with a minimum of 10 years service and with a major crime background, in particular with sexual assault and homicide investigations," says Sgt. Jamie De Wit, a criminal profiler in Ottawa, Ont. "You really have to orient your career towards this and you have to be prepared and dedicated to put in the time and work."

During their three years in the understudy program, they're taught to think about the offender's behaviours and ask why they behave the way they do.

They also participate in three internships with various law enforcement agencies, including the Ontario Provincial Police, the Sûreté du Québec and the Federal Bureau of Investigation (FBI).

And while Hollywood interpretations of the field definitely draw attention and recognition to the RCMP's team, De Wit says there's more to criminal profiling than most expect.

"Everybody thinks of the unknown offender profile, but we'll actually do threat assessments on known subjects where there's a concern for violence, we'll do interview interrogation strategies and analyze strange death scenes where investigators aren't sure what they're dealing with," says De Wit.

CHANGE OF SCENERY

There are also options for members who are hoping to shake up their day-to-day experiences.

With 12 tactical troops across the country with standardized training and techniques, according to Sgt. Marc Lefebvre, the national public order co-ordinator, recruitment generally works through word of mouth. The demand to join is so great that nearly all troops have waiting lists.

Besides a fitness requirement, members attend yearly training to practise their perishable skills. Lefebvre adds due to the paramilitary structure of the troops, being a team player and being comfortable with taking command is also a must.

"There's blood, sweat and stress: sometimes you're 65 to 100 members up against a mob of 3,000 or 10,000," says Lefebvre.

Because of that pressure, troops tend to bond quickly and intensely — there's a real closeness that forms, and a desire to ensure the success of the group.

Tactical troops, like many of the RCMP's specialized programs, offer the force's many diverse members the chance to use a different set of skills.

"It's not everybody's cup of tea," says Lefebvre. "But you tend to find the same type of members who comprise the troops, regardless of the division: they like to make a difference, they take pride in contributing to a positive outcome and the results are right there." ■

just THE FACTS

ILLEGAL ORGAN TRADE

There are far more people in the world in need of a new organ than there are organs available. Like in any market where a dollar can be made because demand far outweighs supply, people can turn to the black market to find what they need. When a person's life is on the line, the will to survive may override morals. The following facts depict the seedy underbelly of organ trafficking.

The United Nations Global Initiative to Fight Human Trafficking (UN GIFT) says the organ trade occurs in three broad categories: traffickers who force or deceive victims to give up an organ, those who sell their organs out of financial desperation, often only receiving a fraction of the profit or are cheated out of the money altogether and victims who are duped into believing they need an operation and the organ is removed without the victim's knowledge.

Organ trafficking is considered an organized crime with a host of offenders, including the recruiters who identify the vulnerable person, the transporter, the staff of the hospital or clinic and other medical centres, the medical professionals themselves who perform the surgery, the middleman and contractors, the buyers and the banks that store the organs.

And according to the UN GIFT, it's a fact that the entire ring is rarely exposed.

A World Health Assembly resolution adopted in 2004 urges Member States to "take measures to protect the poorest and vulnerable groups from 'transplant tourism' and the sale of tissues' and organs.

"Transplant tourism" is the most common way to trade organs across national borders. These recipients travel abroad to undergo organ transplants (*WHO Bulletin*). There are websites that offer all-inclusive transplant packages, like a kidney transplant that ranges from US$70,000 to US$160,000.

There's no law in Canada banning Canadians from taking part in transplant tourism — travelling abroad and purchasing organs for transplantation and returning home to Canada.

According to the World Health Organization (WHO), one out of 10 organ transplants involves a trafficked human organ, which amounts to about 10,000 a year.

While kidneys are the most commonly traded organ, hearts, livers, lungs, pancreases, corneas and human tissue are also illegally traded.

In a recent report, Global Financial Integrity says that illegal organ trade is on the rise, and it estimates that it generates profits between $600 million and $1.2 billion per year with a span over many countries.

In Iran, the only country where organ trade is legal, organ sales are closely monitored and the practice has eliminated the wait list for kidney transplants and has provided an increase in post-mortem organ donations, which aren't remunerated in Iran.

A Harvard College study says donors come from impoverished nations, like countries in South America, Asia and Africa, while recipients are from countries like Canada, the United States, Australia, the United Kingdom, Israel and Japan.

According to research out of Michigan State University that looked at the black market for human organs in Bangladesh, the average quoted rate for a kidney was US$1,400 but has dropped because of the abundant supply.

In Bangladesh, the trade is propelled by poverty, where 78 per cent of residents live on less than $2 a day. They give their organs to pay off loans and take care of their families. If they received the money at all, it disappears quickly and they are often left sick and unable to work after the operations.

The Voluntary Health Association of India estimates about 2,000 Indians sell a kidney every year.

Given that the organ trade is often a transnational crime, international law enforcers must co-operate across borders to address the crimes.

—Compiled by Deidre Seiden

WALK THIS WAY

FORENSIC PODIATRIST IDENTIFIES SUSPECTS BY THEIR GAIT

Each person has their own unique gait, or gait signature, as it's also called. And when a criminal is caught on video, an expert in forensic gait analysis may be able to help identify the suspect by analyzing their walk. Deidre Seiden spoke to the first forensic gait analyst, forensic podiatrist Haydn Kelly, in London, England.

WHAT IS FORENSIC GAIT ANALYSIS?

A person's gait is the style or manner in which a person walks. This involves movements from the head to the feet. So to put it simply, forensic gait analysis is the application of gait analysis knowledge to legal matters.

HOW DID YOU BECOME THE FIRST FORENSIC GAIT ANALYST?

I was brought in as an expert in the case of *R v. Saunders* back in 2000. The enquiry came from the Metropolitan Police in London as to whether or not gait analysis could be carried out on the closed circuit television (CCTV) footage of the unidentified persons involved in robberies and comparing this to video footage of the known suspects. The trial received widespread media coverage at the time in the United Kingdom and elsewhere, including the front page of *The Independent*.

YOU PROVIDED EXPERT EVIDENCE FOR A CASE HERE IN CANADA. CAN YOU PROVIDE SOME DETAILS?

Yes, the first occasion of forensic podiatric evidence being led before the criminal courts in Canada was in the matter of *R v. Aitken* in 2009. The Victoria Police Department contacted me with an enquiry to examine video footage of a shooting and whether gait analysis could be helpful. I assessed the material and then analyzed it, and provided a forensic gait analysis report. The report was submitted as evidence by the prosecution and expert testimony was also given at the trial, which included rigorous cross-examination. The outcome of the trial was successful for the prosecution and the defendant was convicted by the jury of first-degree murder. The conviction was upheld following appeals.

WHAT ARE YOU LOOKING FOR?

Initially, I view the CCTV or unknown footage and then I observe the known footage of the suspect. I'm observing the person's gait and features of the person's gait for anything unusual. It's crucial the unknown footage is examined before the known footage as this process avoids confirmation bias. Comparisons are then carried out for both similarity and dissimilarity.

HOW DOES THIS HELP WITH INVESTIGATIONS AND IN COURT?

Most, if not all, cases involve more than one piece of evidence and forensic gait analysis is one part of the forensic tool box. It may be useful in investigations when helping to locate a perpetrator. Or it can be used for evidential purposes when comparing the unknown person on the CCTV footage to custody footage of a known suspect.

IS THERE SPECIAL TRAINING FOR IT?

There is. Forensic gait analysis is a specialist area within the broader area of forensic podiatry, which also looks at barefoot prints and shoe prints. Forensic podiatry also covers the area where a person's podiatry records can be of use in disaster victim identification.

Not only do you need a podiatry degree, with a good understanding and experience of clinical gait analysis, but also experience of medico-legal casework so you have an appreciation of what the legal arena requires of an expert. Having this understanding is paramount, and anyone interested in the field should take post-graduate courses on report writing, cross examination, courtroom skills and law and procedure.

I'm currently working on the first textbook of forensic gait analysis that's due for publication this year.

WHAT DO YOU SAY TO THE SKEPTICS?

All forms of identification are based on probability and forensic gait analysis is no different. Forensic gait analysis has been repeatedly tested in the courts and is shown to be a reliable tool. The use of DNA evidence is a super example of how something has moved on since it was first successfully used in identification, now 30 years ago. Development brings advancement and new ways to do things. Recognizing how and where that suitably fits into being helpful to existing systems is what's of value. ■

Forensic podiatrist Haydn Kelly uses closed-circuit television footage of an unknown suspect (left and middle) and compares it to known footage of a suspect (right) to identify a person by their style of walking. In this case, the suspect was bowlegged.

Canada Border Services Agency

Synthetic substances such as mephedrone, methylone and methylenedioxypyrovalerone (MDPV) can evoke stimulant effects similar to amphetamine and MDMA.

NEW PSYCHOACTIVE SUBSTANCES

EMERGING DESIGNER DRUGS POSE REAL RISKS

By Sgt. Ken Cornell, Federal Co-ordination Centre, RCMP

Synthetic drugs are taking an ever-greater share of the illicit drugs market, according to a new report by the United Nations Office on Drugs and Crime (UNODC).

The synthetic drug market has been long dominated by amphetamine-type stimulants (ATS) such as MDMA (methylenedioxymethamphetamine) and methamphetamine, which are now more widely used than cocaine, opium or heroin. But a new category of synthetic drugs called new psychoactive substances, or NPS, is now on the rise.

Often referred to as "legal highs" or "designer drugs," new psychoactive substances are synthetic drugs that have been specifically designed to mimic the pharmacological effects of existing controlled substances. They are often falsely advertised as safe alternatives to ecstasy or other ATS, even though their use has been associated with serious adverse health effects.

Although Canada currently doesn't have a formal definition for NPS, it recognizes them as substances — either man-made (synthetic) or plant-based — that mimic the effects of a substance that is already controlled internationally or domestically.

For instance, synthetic cannabinoids mimic the effects of THC, which is the main psychoactive ingredient found in cannabis. Also, synthetic cathinones, which include substances such as mephedrone, methylone and methylenedioxypyrovalerone (MDPV), can evoke stimulant effects similar to amphetamine and MDMA.

Most NPS intercepted at the border are identified by the Canada Border Services Agency's Analytical and Forensic Services Division Laboratory. But sometimes, identifying these unknown substances can be challenging.

LEGISLATIVE FRAMEWORK

There are two key pieces of drug legislation in Canada: the *Food and Drugs Act* (FDA), and the *Controlled Drugs and Substances Act* (CDSA). These Acts have different purposes but serve to form a legislative framework that captures most NPS.

Under the FDA, the definition for the term "drug" is very broad: it essentially captures anything that modifies an organic function. It's illegal to sell or import for sale a drug without prior authorization from Health Canada. Unauthorized sale and distribution activities may be subject to compliance and enforcement action in accordance with the FDA.

On the other hand, the CDSA provides for the control of substances that can alter mental processes and that may produce harm to health and to society when diverted or misused. The production, trafficking, importation, exportation and sometimes possession of controlled substances are prohibited under the CDSA. Unlike the FDA, the CDSA lists the substances regulated under it in a series of Schedules. Schedules I through V list controlled substances and Schedule VI lists precursor chemicals.

Nevertheless, if a substance is not explicitly listed in one of the Schedules to the CDSA, it does not mean that it isn't controlled. This is because the text of many Schedule entries makes provision to include additional substances that are, for example, a salt, derivative, isomer, analogue, preparation or similar synthetic preparation of the primary substance.[1]

CURRENT CHALLENGES

There are many challenges in addressing the NPS phenomenon.

One of the most important is the fact that there's often a lack of evidence required

to develop legislative controls. For instance, there's often little or no information on the short- or long-term effects or toxicity of many NPS. Nor has the pharmacological activity of many new psychoactive substances been defined and, therefore, the potential for harm or dependence associated with their use can't be easily evaluated.

Legislative processes are very involved and lengthy. For example, it can take six to eight months to complete the federal regulatory process once a scheduling assessment and recommendation have been finalized. It's for this reason that the Canadian government continues to explore options for accelerated scheduling.[2]

Another challenge is the rate at which the NPS market continues to evolve. Fuelled by the Internet, the global NPS industry is characterized by the great speed with which manufacturers can get new substances onto the market and establish new markets.[3] Canada alone has observed 121 different NPS in the illicit drug market over the past four years.

"There's a dynamic and unprecedented global expansion of the synthetic drugs market both in scope and variety," says Jean-Luc Lemahieu, Director for Policy Analysis and Public Affairs at UNODC. "New substances are quickly created and marketed, challenging law enforcement efforts to keep up with the traffickers and curb public health risks."

In fact, of the 348 NPS reported globally in more than 90 countries at the end of 2013, none are currently under international control.[4]

Another particularly worrying development is that the sale of NPS is no longer restricted to niche markets. There's evidence from almost all regions of the world indicating that tablets sold as ecstasy or methamphetamine increasingly comprise chemical cocktails that pose unforeseen public health challenges. Associated with this is the difficulty in raising awareness about the risks associated with the illegal purchase and/or use of NPS.

Jocelyn Kula, from Health Canada's Controlled Substances and Tobacco Directorate, says there's a need for information specifically directed to youth given that they form a significant portion of the market worldwide. This demographic perceives NPS to be safe and/or legal.

Kula says there's also need to develop tools and resources to inform and encourage reporting by first responders, such as poison control centres, law enforcement, emergency room staff, paramedics, and so on, any of whom may be the first to see a new NPS and who should thus be encouraged to share whatever intelligence they have.

ADDRESSING NPS

A number of initiatives at the national and international levels have been taken in order to address the ever-growing problem of NPS.

Even though most NPS are not yet included in the Schedules to the *1971 Single Convention on Psychotropic Substances*, many individual countries have responded to NPS by using a variety of legislative approaches: the scheduling of individual substances, the use of accelerated scheduling authorities, the use of temporary bans and the use of analogue legislation.[5]

In addition, in 2013, the UNODC Global Smart Program launched an NPS portal to facilitate the collection of information about the worldwide incidence of NPS.

Lastly, the International Narcotics Control Board has recently launched Project ION (International Operations on NPS), which seeks to promote the sharing of operational intelligence about the domestic and international movement of NPS.

Sixteen governments are currently participating in this international initiative including Australia, Canada, China, France, Germany, India, Japan, Mexico, Netherlands, Nigeria, New Zealand, the Russian Federation, Switzerland, Turkey, the United Kingdom and the United States.[6] Canada is represented by RCMP Federal Policing.

In May 2014, to raise awareness about NPS within the law enforcement community and among federal government departments, the RCMP Federal Co-ordination Center (Domestic) hosted a panel discussion about NPS in Ottawa, Ont., and included panel speakers from the International Narcotics Control Board, the RCMP, Health Canada and Canada Border Services Agency. This panel discussion also provided an opportunity for speakers to share various perspectives with other agencies dealing with NPS in Canada.

"It's obvious that legislation to control NPS is not a one-size-fits-all solution," says Kula. "Rather, a holistic approach that involves a number of elements including prevention and treatment, legislative controls, improving precursor controls and related offences, and cracking down on trafficking rings, has to be applied to tackle this problem."

Looking forward, as NPS continue to emerge, the international law enforcement community and its federal partners will continue their efforts to raise awareness about the public health and safety risks associated with these drugs, and to share information internationally to keep ahead of the market and limit its expansion. ■

SNAPSHOT OF NPS

There are four main classes of NPS:

- Synthetic cannabinoids (JWH-018, XLR-11)
- Synthetic cathinones (mephedrone, methylone, MDPV)
- Phenethylamines (2C family)
- Piperazines (BZP)

Other classes include the tryptamines, the aminoindanes, the phenylcyclidines and plant-based substances such as khat and salvia divinorum.

There are currently more unregulated NPS available around the world than there are substances under international control.

Source: Health Canada.

This article was written with the collaboration of Jocelyn Kula from the Controlled Substances and Tobacco Directorate of Health Canada.

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MOTIVATED TO MOVE AND IMPROVE

TORONTO OFFICERS DROP 806 POUNDS IN FITNESS CHALLENGE

By Mike Bagg, General Manager, Toronto Police Amateur Athletic Association

A University of Iowa research study recently examined the physical activity level of police officers in the United States. The study found the on-duty activity level of officers to be low and further linked the sedentary nature of police work and the stress of the job to increased health risks. The following article is the first in a series outlining what some police officers are doing to reduce these risks and stay healthy.

A police officer's job is tough. Long hours combined with tragic and dangerous situations can have a significant effect on someone's personal life. Add shift work into the mix — working nights followed by a day in court and a poor diet — and fitness and health suffer. Working in investigative branches also has its share of obstacles to wellness. Long hours of reviewing and documenting case files contributes to the sedentary nature of the job.

That's where the Toronto Police Amateur Athletic Association (TPAAA) steps in to ensure mind and body are on the same page by promoting physical fitness and overall wellness to officers.

The TPAAA encourages members to take anxiety and frustration out at the gym or on the field through organized sports in station/unit fitness facilities and most recently through the Toronto Police Insanity Fitness Challenge.

This past March, the TPAAA teamed up with Beachbody, the creators of popular at-home fitness and weight loss programs in the U.S., including Insanity.

At the time, TPAAA members were working out in their station gyms, going through the motions on the treadmill or elliptical, but didn't have an organized fitness program, outside of sports, to keep officers motivated and encourage them to get active. With Beachbody, the TPAAA challenged its members to set goals and complete 60 days of the challenging Insanity workout on DVD, competing as teams for the best results.

Notoriously hard, the Insanity Fitness Challenge is a total-body conditioning program — a combination of plyometric drills and nonstop intervals of strength, power, resistance and ab and core training moves. Shaun T, the creator and trainer of the program, has participants performing long bursts of maximum-intensity exercises with short periods of rest. Participants burned up to 1,000 calories in one hour.

A handful of TPAAA members had tried Insanity, but only one or two had ever completed the 56 workouts and five fit tests in the 60-day timeline.

The TPAAA initially projected 130 participants, but there was such great interest, 225 officers from stations across the Greater Toronto Area (GTA) signed up.

There was a real sense of team spirit and camaraderie thanks to officers who made the challenge fun and kept their teams on track. Social media was a big part of that. Beachbody created a private Facebook group for participants to share their team's progress, inspirational quotes and photos. Two teams even created Insanity-themed videos to motivate the group.

To ensure officers were working out safely, Beachbody arranged team workouts with coaches. The coaches visited the stations and offered tips to modify exercises, and provided advice on nutrition and overall encouragement. The coaches also had access to the Facebook page and they were always motivating the teams to "dig deeper!"

Not all stations had their own fitness facilities but that didn't stop these teams. Each officer received their own copy of the DVD and when they couldn't work out with their team, they worked out at home or on the road, some even getting their workouts done in hotel rooms when travelling.

The Insanity Fitness Challenge became a way for officers to hold themselves and their teammates accountable. Some officers wanted to lose weight, some wanted to increase their strength and others simply just needed the extra motivation that a competition provides. The officer who lost the most weight dropped 29 pounds.

But Joel Houston, an officer with the Toronto Police Service (TPS) Mounted Unit, saw the best physical transformation. He lost seven pounds in total but gained a sculpted, defined body.

"This past winter I found it more and more difficult to make the time for my work-

More than 200 Toronto Police officers participated in a fitness challenge that motivated members and led to improved health and fitness.

Toronto Police Service

Beachbody

Beachbody trainer Felicia Taub leads Toronto Police Service members through a gruelling workout.

outs and my fitness level suffered because of it," explained Houston. "Insanity had the perfect combination of workout and team atmosphere to get me motivated to succeed. Thanks to the challenge, my fitness regime is back on track to take on the challenges I've set for myself this summer."

For Officer Brandon Reeve, the workouts didn't stop after the challenge ended. He has since moved on to another program. Reeve lost 26 pounds on Insanity and has lost 10 more since starting his new workouts.

Five years ago, Reeve suffered a serious knee injury, which was the start of a steady decline in his fitness level.

"When I started the Insanity challenge, I hoped that it would be the push I needed to start my journey back to a healthy lifestyle," says Reeve. "After completing Insanity, I can say that it definitely did that and then some. It was definitely hard and there were times that I thought I wasn't going to make it. But I kept going, and, most importantly, I kept pushing play. To me, that became a fitting analogy for life. Life is hard at times; it's not always easy, but you need to just wake up every morning and push play. You will get through it. You will reach your goals!"

Ninety-five Toronto Police officers officially completed the 60-day fitness challenge and collectively lost 806 pounds — a huge accomplishment that also gave back to the community.

For each team that completed the challenge, Beachbody donated $250 to the Toronto Police Widows and Orphans Funds. A total of $3,500 was raised. The winning teams also received a Beachbody DVD library to continue their fitness journey, plus a TV and DVD player for their station to help them continue to work out as a team.

The TPAAA will most definitely consider making this fitness challenge an annual event. Any effort that can be put towards assisting its members with their fitness and wellness is a win-win for the organization and for TPS members. The Insanity Fitness Challenge contributed to what the TPAAA strives for: building on the team aspect of police work and encouraging a healthy and fit lifestyle for all its members. ■

The Toronto Police Amateur Athletic Association was formed in 1881 to promote fitness and camaraderie among members of the TPS. Membership in the TPAAA is open to active and retired, civilian and uniform members of the TPS. Members work in the community in support of the TPS community enrichment initiatives.

LATEST RESEARCH IN LAW ENFORCEMENT

The following are excerpts from recent research related to justice and law enforcement and reflect the views and opinions of the authors and not necessarily those of the organizations for which they work. To access the full reports, please visit the website links at the bottom of each summary.

HEALTH IMPACT OF VIOLENT VICTIMIZATION ON WOMEN AND THEIR CHILDREN

By Nadine Wathen

Violence against women and children is a pervasive social problem in Canada, with significant impacts on a broad range of social and economic outcomes for women, children, families and communities. This report examines the consequences of intimate partner violence (IPV) against women, and children witnessing IPV, emphasizing their association with specific physical and mental health outcomes, included health-related quality of life and health-risk behaviours, where available.

IPV is defined as physical violence, sexual violence or emotional or financial abuse between current or former married or common-law spouses.

Many Canadian studies, including national and population-based surveys, as well as large-sample research studies in different settings have shown a fairly consistent pattern in demographic and relationship- and partner-specific indicators associated with IPV, including: being young, being in a common-law relationship or being separated; substance abuse by, or unemployment or under-employment in, male partners; and controlling behaviours on the part of male partners. In addition, witnessing violence in childhood raises the risk of both victimization and perpetration of partner violence.

While there are significant physical health consequences of violence against women and children, much of the burden of suffering arising from violence exposures manifests itself in acute and chronic mental health conditions. The key disorders associated with violence include depression and anxiety disorders, post-traumatic stress disorder, substance use disorders and somatic disorders.

IPV has also been linked to a number of other physical health outcomes, including those related to reproductive health and chronic and infectious diseases, as well as gynecological disorders, sexually transmitted diseases, unsafe abortion and unwanted pregnancy.

Many of the mental and physical health consequences of sexual assault by non-partners mirror those described above, with the significant difference being the generally acute nature of sexual assault, when compared to the more chronic nature of IPV, which often takes multiple forms of physical, sexual and psychological abuse and control.

Adverse outcomes that result from witnessing IPV in childhood include an increased risk of psychological, social, emotional and behavioural problems, including mood and anxiety disorders, drug abuse and school-related problems in children and adolescents. These negative effects may continue into adulthood and become part of an intergenerational cycle of violence.

Exposure to child sexual abuse is associated with impairment in a broad range of domains, including mental and physical health, education, criminal behaviour and interpersonal functioning, and overlap exists across these domains.

While physical injuries and death form an important sub-set of the health impacts of violence, the more prevalent consequences are longer-term mental health problems, which in turn contribute to health risks as well as increasing the likelihood of being a violent offender or being re-victimized at a later point in time.

TO ACCESS THE FULL REPORT, PLEASE VISIT:
WWW.JUSTICE.GC.CA

MARKETS FOR CYBERCRIME TOOLS AND STOLEN DATA: HACKER'S BAZAAR

By Lillian Ablon, Martin C. Libicki and Andrea A. Golay

Criminal activities in cyberspace are increasingly facilitated by burgeoning black markets for both tools (e.g., exploit kits) and take (e.g., credit card information).

This report describes the fundamental characteristics of these markets and how they have grown into their current state to explain how their existence can harm the information security environment. Understanding the current and predicted landscape for these markets lays the groundwork for follow-on exploration of options to minimize the potentially harmful influence these markets impart.

Experts agree that the coming years will bring more activity in darknets, more use of crypto-currencies, greater anonymity capabilities in malware, and more attention to encrypting and protecting communications and transactions; that the ability to stage cyberattacks will likely outpace the ability to defend against them; that crime will increasingly have a networked or cyber component, creating a wider range of opportunities for black markets; and that there will be more hacking for hire, as-a-service offerings, and brokers.

Experts disagree, however, on who will be most affected by the growth of the black market (small or large businesses, individuals), what products will be on the rise (fungible goods, such as data records and credit card information; non-fungible goods, such as intellectual property), or which types of attacks will be most prevalent (persistent, targeted attacks; opportunistic, mass "smash-and-grab" attacks).

KEY FINDINGS

- The cyber black market has evolved into a network of highly organized groups, often connected with traditional crime groups and nation-states;
- It doesn't differ much from a traditional market or other typical criminal enterprises; participants communicate through various channels, place their orders and get products;
- Its evolution mirrors the normal evolution of markets with both innovation and growth;
- For many, the cyber black market can be more profitable than the illegal drug trade;
- As suspicion and "paranoia" spike be-

cause of an increase in recent takedowns, more transactions move to darknets and greater encryption, obfuscation and anonymization techniques are employed, restricting access to the most sophisticated parts of the black market;

- Law enforcement efforts are improving as more individuals are technologically savvy; suspects are going after bigger targets, and thus are attracting more attention; and more crimes involve a digital component, giving law enforcement more opportunities to encounter crime in cyberspace;
- Still, the cyber black market remains resilient and is growing at an accelerated pace, continually getting more creative and innovative as defences get stronger, law enforcement gets more sophisticated, and new exploitable technologies and connections appear in the world.

TO ACCESS THE FULL REPORT, PLEASE VISIT:
WWW.RAND.ORG

EFFECTIVE DRINK DRIVING PREVENTION AND ENFORCEMENT STRATEGIES: APPROACHES TO IMPROVING PRACTISE

By Kiptoo Terer and Rick Brown

Drink driving continues to be a concern in Australia, with a significant proportion of the population reporting such behaviour. It's one of the main causes of road fatalities and injuries, responsible for 30 per cent of fatalities and nine per cent of serious road injuries in Australia.

This paper reviews factors associated with the effectiveness of drink driving countermeasures aimed at the general population and recidivist drink drivers. The review encompasses four key aspects of drink driving enforcement and prevention — random breath testing (RBT), publicity campaigns, drink driving penalties and targeted interventions with the aim to focus attention on how existing practise can be improved to achieve a greater impact.

RANDOM BREATH TESTING

RBT is a leading drink driving countermeasure that's been shown to reduce blood alcohol content (BAC) levels and harms associated with drink driving. It involves the random stopping of drivers for the purpose of breath testing for alcohol impairment. RBT is intended to increase the perceived risk of detection as a result of the uncertainty of being stopped, derived from the randomness of the measure.

Random breath testing involves the random stopping of drivers for the purpose of breath testing for alcohol impairment.

Unlike static RBT checkpoints, mobile RBT units can be discretionary and can be used to breath test specific drivers who draw police attention. These mobile units tend to have higher detection rates of drink drivers compared with static RBT checkpoints.

Studies have shown that RBT operations during high alcohol hours can be effective at decreasing drink driving and related road trauma, but these operations should still appear to be unpredictable.

PUBLICITY CAMPAIGNS

Publicity campaigns are used to create awareness and educate the public about drink driving and RBT operations. They also play an important role in creating and sustaining deterrence.

It was noted that media campaigns highlighting the probability of detection and severity of legal sanctions were more likely to influence individual behaviour, while media campaigns highlighting the harm caused by drink driving were more likely to increase community support for measures such as RBT and other drink driving countermeasures.

DRINK DRIVING PENALTIES

It's widely agreed drink driving penalties should involve fines and licence disqualification/suspension. However, road safety research suggests harsher penalties have minimal impact on driver behaviour particularly when the probability of detection among drivers remains unchanged.

A study concluded that increased penalties would have been more effective if combined with improved drink driving enforcement and importantly, a consistent application of licence disqualification.

Most studies indicate imprisonment is costly and ineffective at reducing drink driving.

TARGETED INTERVENTIONS

Largely targeted at high BAC and recidivist drink drivers, rehabilitation programs emerged due to a need for less costly and more effective alternatives to imprisonment. They aim to separate drinking and driving by involving drink drivers in education programs to improve knowledge and attitudes, and involving those identified with alcohol disorders in alcohol therapy programs. Evaluations suggest rehabilitation programs can improve drink drivers' attitudes and decrease recidivism.

Ignition interlocks are primarily aimed at high-BAC and recidivist drink drivers. They've been shown to be highly effective at preventing drink driving while they are installed, but drink driving behaviour tends to return when they are removed, and because of the cost, the use of ignition locks has been relatively limited. ■

TO ACCESS THE FULL REPORT, PLEASE VISIT:
WWW.AIC.GOV.AU

A MEASURED APPROACH

RCMP IN NOVA SCOTIA REVISIT PHILOSOPHY ON POLICING PROTESTS

By Deidre Seiden

Strikes, protests and demonstrations can be tense at the best of times. They have the potential to escalate into violent confrontations.

What's the role of the police in these situations? How should the police approach them?

Instead of being reactive, the RCMP in Nova Scotia is revisiting a tried-and-true approach — a measured approach — to proactively police situations such as strikes and protests.

"A measured approach means acting as a facilitator to try and identify what the issues are and to create proactive communication between the parties with a goal of de-escalating or mitigating or even resolving the issue if at all possible, while respecting the law," says S/Sgt. Jeff Christie, who is leading this initiative.

PROACTIVE POLICING

It's a return to a philosophy adopted by the RCMP in Nova Scotia during fisheries protests in Digby, N.S, back in the 1990s. It was deemed a best practice and several years ago the RCMP offered a workshop to its members on the measured approach.

With frequent labour strikes and peaceful protests in the province, and more serious protests from time to time, the timing was right to focus once again on this neutral philosophy so front-line police officers are prepared to respond in the future.

Christie built on the first workshop's foundation to develop a new session, which was offered in May to police officers in Nova Scotia and outside agencies, like the Department of Public Safety.

The workshop looks at provincial policy, criminal and labour laws, social media, escalation, mediation and conflict, and aboriginal awareness and disputes.

Guest speakers were brought in to speak to each issue, including Ret. Insp. Jim Potts.

With 36 years of experience with the RCMP and another nine with the Ontario Provincial Police, Potts, who is aboriginal, was called in to assist during numerous crises. These included band office occupations and road blocks, and more complex situations, like the Oka, Ipperwash, Burnt Church protests, and more recently the anti-fracking demonstrations in Rexton, N.B.

Potts focused on the role that police play in First Nations communities and the importance of building positive relationships right across the board.

Potts' philosophy is, "You can't build a house while it's burning down," so he's pleased that the RCMP is revisiting this approach. He says that in many of the situations he was called in to assist with, the local detachments had little or no positive relationship with the First Nations community prior to the crisis developing.

"The key is to constantly work at building a positive relationship so people know and trust each other," Potts says. "Then, when you do have to step up to the plate, you can work together to ensure safety for all. Peace is not the absence of violence. Peace is the presence of trust."

KEEPING THE PEACE

Christie says he hopes that people will take away a broader understanding of the measured-approach philosophy, policies, important background, context and sensitivities from the workshop so when it comes to responding to strikes, protests or any other related issue, police officers can be as effective as possible.

"It's important to take a broad-based approach to try and make sure that our front-line police officers are as informed today as they can be around how we respond to these types of things," Christie says.

As the officer in charge of the Kings District Detachment in Nova Scotia, Insp. Chris MacNaughton says this is an important initiative for Nova Scotia as well as the RCMP in general.

"The measured approach allows me to have a greater understanding of what's required, so I can make sure that I have systems in place and properly trained members in my district to enable us to effectively respond to incidents of unrest or demonstrations," MacNaughton says.

Learning some of the best practices honed in the province over many years will help the RCMP in Nova Scotia respond to future events even more effectively.

"The feedback from our first workshop was extremely positive," says Christie. "Revisiting the philosophy was a priority to support our front-line police officers and the communities we police." ■

In Nova Scotia, the RCMP is revisiting the measured approach philosophy, a pro-active approach to policing strikes and demonstrations.

RCMP